He has risen to the top of his field...become one of the most influential people in the field of Public Administration...founded a professional organization and a journal...and ultimately reached a point where doctoral students attending a conference where he is presenting ask their KU colleagues what it would be like to actually talk to him.

Welcome to a day in the life of H. George Frederickson. George has served on the faculty of the KU School of Public Affairs and Administration for 26 years, earning the Edwin O. Stene Distinguished Professorship in 1987. As he embarks upon a new chapter in his career, that of Distinguished Professor Emeritus, we asked the faculty and doctoral students in the School if they would like to tap into George's wisdom, and no subject was off limits. They submitted their questions, and George has responded.

Q: What was your favorite Minnowbrook? I, II, or III? Why?

A: Even with its failings, Minnowbrook I was my favorite. At the time (1968) there was a rebellious mood among the young, and for good reasons. Big questions were in the air; questions of justice and fairness; questions of war, asking whether there could be a “just war,” and asking who should fight that war. The field of public administration seemed dull and stodgy, ripe for an overhaul; because in our youth we imagined that we were up to that overhaul.

Continued on Page 2

Pictured above: Following his final lecture on April 19th, 2013 George (at right) talks with SPAA Assistant Professor Jacob Fowles.
The “Minnowbrook Idea” was to assemble young or emerging scholars to get their views and opinions of public administration. I was one of those young scholars at Minnowbrook I, as well as one of the organizers, so it follows that Minnowbrook I would be my favorite.

Twenty years later I organized and managed Minnowbrook II in 1988. In accord with the Minnowbrook Idea, Minnowbrook II was mostly comprised of young or emerging scholars and seemed to lack the spontaneity and passion of Minnowbrook I. I was invited to Minnowbrook III in 2008, as a courtesy, to be an observer, a kind of ancient voyeur. Much has changed in the 45 years since Minnowbrook I. The field of public administration is very much stronger now both in its theoretical and empirical moorings and in its academic degree programs. But many of the big questions of 45 years ago are still big questions, and new and vexing problems face the field, most particularly high levels of outsourcing or privatization and a decline in the reputation of governments. There is so much to do. I wish I were young again and could be a part of doing it. Minnowbrook IV will be in 2028 and I plan to be there.

Q. It is not a particularly well-kept secret that you are a frequent customer of Spangles and are especially fond of their hamburgers. In your experience, when one is eating a hamburger for breakfast, which toppings are most appropriate and which are to be avoided?

A: The hamburger for breakfast is to be fully dressed with tomato, lettuce, onion, and pickle, with a few added slices of jalapeno peppers to help kick start the day. Spangles serves a good hamburger as does Sonic, the In-and-Out Burger, and Five Guys. McDonald’s, Burger King, and Wendy’s do not measure up and are to be avoided. The traditional American breakfast is also to be avoided, and particularly the revolting custom of eating the eggs of the chicken. Think about it.

Q. Of all your articles, books, and various other projects, does one stand out as your “favorite”? (Not necessarily your most famous or most cited but one that, for whatever reason, was particularly enjoyable in terms of process or outcome or whatever else goes into making something a “favorite”).

A. Although it is a tough call, a project would be my favorite. For as long as I have been in public administration it has been my opinion that the field needed its own first class, unapologetically theoretical and empirical scholarly journal. The idea that eventually resulted in the creation of the Journal of Public Administration Research and Theory (JPART) had its origins in the late 1960s. It was not until the late 1980s, after I left academic administration and joined the public administration faculty at the University of Kansas, that the time was right to establish JPART. The first issue appeared in 1991, so JPART will have its 25th birthday in 2016. JPART is now the leading journal in the field and was highly instrumental in the creation of the Public Management Research Association, the leading professional association in academic public administration.

Put simply, JPART has been consequential. I suspect that long after my books and articles are forgotten, JPART will still be an influential voice in public administration.

Q. Why were Knute, Thor, and Bureaucratic Erectus not mentioned in your final lecture series?

A. I did consider a fifth retirement lecture, Further Up The Bureaucracy. But such a lecture did not seem appropriately serious, especially for a distinguished professor. I can report, however, that the film rights to Up The Bureaucracy have been sold to the Coen Brothers. Knute will be played by Jeff Bridges and Thor will be either Owen Wilson or Sacha Baron Cohen. I will be making a cameo appearance as Max Weber.

Q. What is the biggest difference between being a professor now and when you started? What are the strongest similarities? And/or what is the biggest change in the field you have seen since you were a new assistant professor?

A: There are two questions here.

Question A: The biggest difference in being a public administration professor now and when I started is the modern application of formal performance measures to teaching, research, and service. Performance regimes reduce risk taking and increase tenure and promotion anxiety. The influence of performance...
regimes on professorial creativity is debatable, and in that debate I am inclined to take the position that they reduce creativity. I worry that the excessive application of quantitative performance measures results in pushing the professoriate in the direction of an indistinguishable isomorphic lump.

Closely associated with performance regimes in academia is the modern day practice of program ranking. The pursuit of higher rankings causes schools of public administration (law, education, social work, medicine, liberal arts, and colleges, universities) to mimic so-called best practices, to chase the same well-known faculty members and to tend in the direction of indistinguishable isomorphic lumps. That the University of Kansas is the best in the country in education for local government leadership is certain, and we do not need U.S. News & World Report to tell us so.

Question B: The biggest changes in the field of public administration have to do with scale and breadth. The field of public administration is very much larger than it was when I started in the 1960s. Most universities now have programs in either public administration or public policy. Our professional organizations—ASPA, NASPAA, APPAM, APSA, and PMRA—are well established and recognized. The accreditation of master’s degree programs is routine.

In addition, public administration is increasingly international. There was one journal when I started—the Public Administration Review. Now there are several general journals and many so-called sub-field journals such as the Nonprofit and Voluntary Sector Quarterly, the National Tax Journal, the Urban Affairs Quarterly, and many more. So modern public administration is both bigger and broader than it was. And it is very much better than it was when I started.

Q. You drink diet cola in a plastic cup from a particular restaurant in Lawrence. How many cups, on average, do you drink a day, and for how long have you been doing that?

A. Several. For a time I experimented with taking diet cola directly into the blood stream through an intravenous drip. Not only did this prove awkward and cumbersome, an ugly rumor was spread that the product being dripped was not diet cola but was in fact Mountain Dew. To stop this baseless slander I returned to taking diet cola through the traditional digestive organs.

Q. What are the main sources for your creative inspiration and what helps you to overcome creativity roadblocks?

A. Creativity and innovation start with hard work. But not all hard work results in creativity. My father once criticized me for having done something poorly. I replied that I had worked hard. He replied to me saying “a horse works hard,” his way of telling me that doing something well requires both hard work and at least some imagination. Hard work is necessary but not sufficient, particularly to those of us who work with words and ideas. In my little world of words and ideas it has been my experience that the harder I work the more likely I am to be creative.

Q. What has been the most difficult part of the job for you, how did you realize it, and how did you manage/overcome it?

A. Priorities. There are many worthy and deserving scholarly and/or administrative tasks needing to be done—a condition summed-up by the phrase “so much to do, so little time.” To me the problem has not been one of choosing between good and bad tasks or projects, but choosing between good and better projects. Forty years ago I selected social equity as a scholarly priority because it seemed important to the field of public administration and because it was personally motivating. Over the years, however, my attention to social equity as a priority, waxed and waned, as other priorities crowded it out. Looking back, there were interesting projects (my work with the Kettering Foundation on civil society and civic engagement comes to mind) that took a great deal of time, time that might have been given to social equity. So, setting and sticking with priorities has been difficult for me. How did I overcome it? I didn't but I just kept working, following the advice of Woody Allen, “80 percent of life is showing up.”

Q. Before coming to KU you were the president of Eastern Washington University for ten years. How would you compare university administration to being a university professor?

A. The most important thing I learned while in the practice of administration is that what I studied and taught in public administration was almost always relevant to the day-to-day challenges I faced. In our campus ivory towers we deal in abstractions, theories, case studies, and analytic evidence that may seem distant from practical application. My experience was just the opposite. My generalized knowledge of public administration informed my daily work, saved me from mistakes, and gave me perspective. Furthermore, I witnessed others in the same line of work but without backgrounds in public administration making rookie mistakes such as not knowing how to work with trustees, and not knowing how to delegate.
How shall the practice of administration be compared to the study and teaching of administration? Let me answer the question this way.

High performance public administration teaching and research (please note that I emphasize high performance) is much more difficult than high performance administrative practice. Administrators have deferential staff, routines that validate their importance, days that are filled with meetings put together and operated by others, shared understandings of the purposes of the organization, and distance in both space and time between decisions and organizational outcomes. The daily, weekly, and monthly routines of administration, while tiring, are a form of imposed discipline, a “path” that is well marked and, if followed, generally results in an orderly, stable, and well managed organization. Administrators who go on about how hard they work, how difficult their decisions are, how nosy the media are, how nutty elected and politically appointed officials can sometimes be, sound as if they are defending their own worth, even when it is not being challenged.

High performance teaching and research is another matter. The disciplines of scholarly work are usually self-imposed. The path to a creative idea or a new formula is seldom marked. The distance between a seminar and its effects on students or a research finding and its influence on the body of knowledge is measured in decades. Scholarship is often untidy, unpredictable, and difficult to manage, but being well organized can help, so long as organization is not overdone. Note that the key modifier is “high performance.” To be sure, much administrative practice and much scholarly teaching and research would not be described as high performance. In my experience trying to achieve high performance in scholarship is more difficult than trying to achieve high performance in administration.

Q. What was the most embarrassing moment of your professional career?

A. I was the plenary speaker at a large event several years ago. The primary participants were seated on the platform for a rather long time while introductions, recognitions, and other business was conducted. By the time the program got to me I was already experiencing the call of nature. Being a stout fellow I decided to practice mind over bladder and began my address. In a few minutes it was clear to me and to the audience, inasmuch as I was squirming about, that I would not make it. The question was: what to do? I said something like this: “We are all adults here. I must excuse myself for a few minutes. Discuss the subject among yourselves. I will be right back.” As I stepped out of the auditorium I noticed several other older men also leaving their seats. Although I returned I have always suspected that they did not.

The second most embarrassing moment in my professional career is answering these questions.

Q. What gives you hope?

A. My wonderful colleagues and students.

The inaugural issue rolled off the press in January, 1991, and the journal that has become the benchmark for scholarly research in the field of Public Administration was born. H. George Frederickson founded JPART and served as the Editor-in-Chief from 1991 - 2012 (21 years).

JPART is now the official journal of the Public Management Research Association (PMRA) which George also founded in 1999.

A complete online archive of JPART is available.
ROSEMARY O’LEARY NAMED IAN AXFORD FELLOW

Rosemary O’Leary, Distinguished Professor in the School of Public Affairs and Administration has been named a 2014 Ian Axford Fellow in Public Policy.

The Fellowships were established in 1995 by the New Zealand government in partnership with the private sector to reinforce links between New Zealand and the United States. The goal is to give outstanding American professionals the opportunity to research, travel and gain practical experience in public policy in New Zealand, including first-hand knowledge of economic, social and political reforms and management of the government sector.

Only three to five fellowships are awarded each year.

Dr. O’Leary learned about the fellowship through a former doctoral student who was an Axford Fellow. Prior to applying for the fellowship, she traveled to Wellington, New Zealand to interview experts about the feasibility of a short-term project focused on collaboration. Encouraged by the professionals with whom she met and the information they provided, she crafted an application and research proposal for the Axford fellowship.

In May, Rosemary was selected to meet with the U.S. selection committee at the New Zealand Embassy in Washington, D.C. Members of the selection committee included a former Prime Minister of New Zealand and the Director of the World Bank.

Rosemary departs for New Zealand in January, 2014, and will return in August. Immediately prior to her visit to New Zealand, she will spend three weeks in China as a visiting professor.

While in New Zealand, Rosemary plans to interview public, private and nonprofit leaders throughout the country, along with citizens to find out how each group perceives the meaning and usage of the word “collaboration.”

O’Leary says although the term is widely used in New Zealand, one challenge is that it has not been formally defined, and has different meanings to different people. Rosemary’s research will not only help successfully define the term and expectations for collaboration, but provide possible policy solutions to the collaboration challenges she will analyze. Rosemary’s expertise in collaborative governance was derived from eight years of focused research on the topic. She has trained current and future government officials in Hong Kong, China, India and the U.S.

“While very different countries, both New Zealand and the U.S. share a common trend in the increase of collaborative governance,” Rosemary says. “In my view, the varied uses of the term “collaboration”, as well as challenges implementing meaningful collaboration, are prevalent in both countries. Therefore, I anticipate the insights and lessons learned from the New Zealand experience will be beneficial to both.”

Rosemary’s host institution will be the State Services Commission of New Zealand, whose mission is to deliver high performing State services working as one to achieve priority results for New Zealanders. The SSC is very interested in comparative work on the direction of change in public management in New Zealand and in United States jurisdictions.

“New Zealand is heralded for its excellence in local government management,” Rosemary says. “While there, I hope to be able to set up a three-week study abroad program for KU MPA students.”

Below: The logo of the State Services Commission of New Zealand includes the agency’s name in English and Maori, the language of the indigenous peoples of New Zealand.
New research shows collaboration helps communities plan for disaster

When it comes to large-scale disasters such as Hurricane Katrina or the Sept. 11 attacks, communities may be their own best allies for overcoming such crises, through their networks of contacts and connectedness, according to a new research article co-written by KU scholars. The article, entitled “Social Capital and Emergency Management Planning: A Test of Community Context Effects on Formal and Informal Collaboration,” will appear in a forthcoming edition of The American Review of Public Administration. It was co-authored by SPAA’s Holly Goerdel, John Pierce and Bonnie Johnson and Nicholas Lovrich Jr. of Washington State University.

“We live in an era where we’re constantly asked to think about issues within the frame of ‘emergency situations,’” Goerdel said. “And when people are considering a situation where life is actually on the line, they want to reach out to others they trust.”

Getha-Taylor Wins First Prize

Heather Getha-Taylor and her coauthor, Alexey Krivitsky, were named first prize winners in the sixth annual E-PARCC Teaching Case and Simulation Competition, sponsored by the Program for the Advancement of Research on Conflict and Collaboration (PARCC) at the Maxwell School of Syracuse University. The annual competition “encourages the development of new cases and simulations to be used in teaching collaborative public management, networks, governance, and/or problem solving.” Heather and Alexey’s entry, “Learning About Individual Collaborative Strengths: A LEGO Scrum Simulation” is available via the E-PARCC website.

Alfred Ho to lead study opportunity to South Korea

Professor Alfred Ho is leading an overseas study program “Public Administration in South Korea: Sustaining Competitiveness: the case of South Korea”, from January 1-12, 2014. This is an opportunity for students to witness the country’s transformation from the devastation of wars to one of the most advanced economies in the world. Prior to departure, students will complete readings and online assignments to gain background understanding of Korea. During the trip, students will attend lectures at Seoul National University, make site visits to governmental offices, commercial and educational facilities and historic landmarks. The group will also visit the City of Sejong and meet with local representatives to gain a better understanding of the vision and challenges inherent in creating a sustainable city and high-tech hub of education, commerce and government administrative offices from scratch.

Doctoral candidate earns Research Fellowship

Cullen C. Merritt, SPAA doctoral candidate, was the recipient of the 2013 Summer Research Fellowship awarded by KU’s Office of Graduate Studies. Cullen used this fellowship to conduct research on his dissertation, which explores the primary organizational and environmental factors associated with “publicness” (the degree to which an organization has public ties). He utilizes mixed methodology and tests his theoretical expectations in the context of mental health and substance abuse treatment facilities in the public and private sectors. This comprehensive theory on publicness, applicable to all organizations, may serve as a management resource by clarifying the institutional design and structural configuration critical for the achievement of specified organizational outcomes, particularly those of public value. Cullen’s future research will include employing this framework to study the impact of an organization’s publicness disposition on a range of performance outcomes.
RACHEL KRAUSE

Assistant Professor Rachel Krause joined the faculty of the School of Public Affairs and Administration last fall. Dr. Krause earned her B.A. in Political Science and Public Policy from Rice University (2003), a M.A. in Public Affairs from the University of Texas at Austin (2005) and her Ph.D. in Public Affairs from Indiana University (2011).

Her research focuses on issues of urban sustainability, and particularly the motivations, implementation, and consequences of greenhouse gas abatement efforts being taken at the local level. She is also involved in studies examining community perceptions of carbon capture and sequestration technologies, the adoption of plug-in electric vehicles in urban centers, and the relationship between urban forest management and ecosystem services. Much of her research utilizes survey methods, collects data on state and local level policy, and quantitatively examines the ways in which decisions are made at these two levels of government, and how they interact. Examinations of policy innovation and diffusion have been consistent sub-themes throughout her work.

Dr. Krause is currently teaching PUAD 853: Policy Analysis and Evaluation (MPA core course) and PUAD 604: Topics in Public Administration: Sustainable Communities (undergraduate elective course).

BRADLEY LANE

Dr. Lane earned his B.A. in Political Science and Public Policy from Rice University (2003), a M.A. in Geography from Indiana University (2006) and his Ph.D. in Geography from Indiana University (2010).

Dr. Lane's research focuses on travel behavior, policy, and planning issues in urban transportation. One of his current research projects focuses on the effect of gasoline prices on public transportation in the US, and was the focus of his dissertation. He is also involved in a series of projects on the policies, perceptions, attitudes, and travel behavior effects on electric vehicle usage, including a survey of urban residents across the U.S. and an informational intervention project. Additional research includes developing a cost-benefit framework that considers sustainability in transport, the effect of public transit on oil dependence, the relationship between transit planning and land-use, using time-geography to measure transit accessibility, and measuring spatial variability in factors that influence travel behavior.

Dr. Lane's teaching experience includes courses on human impact on the environment, research methods, policy analysis, human and regional geography, urban planning, capstone and thesis writing, and sports in society. He has served as a reviewer for several major journals and publishers, the National Academy of Sciences, and the Transportation Research Board. He also serves on the Board of the Transport Geography Specialty Group of the Association of American Geographers. Prior to becoming a geographer and a professor, Bradley was a competitive golfer in college, and continues to play in amateur tournaments.

This spring, Dr. Lane is teaching PUAD 332: Quantitative Methods for Public Administration (undergraduate core course) and PUAD 694: Topics in Public Administration: Transportation (undergraduate elective course).

SHANNON PORTILLO

Assistant Professor Shannon Portillo joined the faculty of the School of Public Affairs and Administration in fall 2013. Dr. Portillo was an assistant professor at George Mason University in Washington, D.C. She earned her Ph.D. in Public Administration from the KU 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.

This spring, Dr. Portillo is teaching PUAD 602: Diversity in Public Administration (undergraduate elective) and PUAD 842: Law and Public Management (MPA core course).

For more information about School of Public Affairs and Administration faculty, visit our website at www.kupa.ku.edu, and click on People.
KU PMC LAUNCHES LAW ENFORCEMENT LEADERSHIP ACADEMY

The University of Kansas Public Management Center (PMC) has partnered with the Kansas Law Enforcement Training Center (KLETC) on a new professional development program, the Kansas Law Enforcement Leadership Academy (LELA). The goal of LELA is to support law enforcement agencies in Kansas with their professional education needs at the command and front-line supervisory levels.

In December 2012, the KLETC and the PMC hosted a gathering of 25 law enforcement executives from local and state agencies throughout the State of Kansas. The meeting was held in response to a growing interest in developing an advanced leadership and management education program exclusively for law enforcement agencies working in Kansas (federal, state, tribal, county, local, etc.).

The meeting concluded with a request for the PMC to develop a proposal for a law enforcement leadership and management education program. A steering committee, comprised of law enforcement executives, was named to provide assistance and feedback during the concept development process. The process included extensive research of existing programs throughout the nation, meetings and discussions with relevant subject matter experts, and a survey of Kansas law enforcement executives. The concept development phase culminated in a recommendation to form the Kansas Law Enforcement Leadership Academy.

The Academy encompasses two education programs, the Command School (class began on September 16) and the Supervisor School, which began in November, 2013.

LELA CURRICULUM CHARACTERISTICS

The LELA curriculum is:

- Carefully Chosen – Curriculum topics are drawn from survey data gathered from Kansas law enforcement agencies as well as a comprehensive review of other national law enforcement leadership programs (NA, NU, SPI, etc.).

- Competency Based – LELA programs focus on core leadership, management, and law enforcement competencies. Sound leadership principles and effective management skills apply equally to law enforcement agencies of all sizes. Most curriculum is similarly applicable.

- Theory Meets Practice – LELA programs incorporate a blended learning approach where academic theory helps to inform independent critical thinking and practical application.

- Learning from One Another – Curriculum is designed to encourage and support group dialogue and information sharing to build a network for excellence in Kansas law enforcement.

We invite you to learn more about the Law Enforcement Leadership Academy.

The Command School began in September. Download the application for the Command School that will begin in September, 2014.

The spring session of the LELA Supervisory School will be held March 31 - April 4, 2014. Download the application.

MEET VINC DAVENPORT

Vince Davenport is the law enforcement liaison and a principal instructor for the Kansas Law Enforcement Leadership Academy. He is a KU MPA graduate himself (2009) and also holds a Master’s degree in International Studies from KU.

His public service career includes 24 years with the Kansas City, Kansas Police Department where he currently holds the rank of Major and serves as the Assistant Bureau Director for Criminal Investigations. His command assignments have included Homicide/Robbery, CSI, Patrol and Community Policing. He also served as director of the police training academy for five years. He is a strident champion of innovation and excellence in law enforcement.
Command School

This 200-hour program is geared toward current law enforcement commanders to prepare them for senior and executive-level roles.

Benefits include:

• Enhancement of leadership and management knowledge
• Strengthening command-level performance with instructors and other participants who understand the Kansas law enforcement context
• Small cohort size, limited to approximately 30 students

Format:

• 25 days/ 200 hours (168 classroom & 32 other)
• Initial one week segment in September at the Kansas Law Enforcement Training Center
• Then 2 consecutive days per month for 8 subsequent months, ending in May, at KLETC.

Topics include:

• Leadership Project management
• Budgeting Organizational behavior
• Coaching and performance
• Communication skills
• Ethics in law enforcement
• Intelligence-led policing
• Changing demographics
• Community engagement
• Legal and legislative issues
• Critical incident considerations

Course cost: $2,795.00.

Lodging and meals through KLETC: $45 single occupancy (per day) or $30 per person double-occupancy.

The inaugural class began on September 16, 2013.

Download the application for the Command School that will begin in September, 2014.

Supervisor School: Leadership on the Front Line

This 40-hour program is geared toward frontline and newly promoted supervisors.

Benefits include:

• Enhancement of practical supervisory and leadership skills
• Provision of new strategies to manage personnel effectively
• Curriculum based on PMC award winning supervisory training
• Small cohort size, limited to approximately 30 students each session

Format:

• One week / 40 classroom hours
• Offered twice per year (Spring and Fall) at the Kansas Law Enforcement Training Center.

Topics include:

• Leadership and authority
• Team building
• Delegation and empowerment
• Intelligence-led policing
• Crime scene management
• Community engagement
• Performance management and coaching

Course cost: $995.00.

Lodging and meals through KLETC: $45 single occupancy (per day) or $30 per person double-occupancy.

The Spring session of the LELA Supervisor School will be held March 31 - April 4, 2014.

Download the application for the Supervisor School that will begin in Spring, 2014.

Please share LELA information with your law enforcement colleagues.
KU Public Management Center announces new partnership with Brown v. Board of Education National Historic Site

The KU Public Management Center is thrilled to announce our new partnership. The following information was released to the media in mid-December.

The University of Kansas School of Public Affairs and Administration today announced its intent to offer academic and professional development programs at the Brown v. Board of Education National Historic Site beginning in January 2014.

As part of this new arrangement, administrative operations of the Public Management Center have been moved to KU’s Lawrence campus.

"We are excited about the potential for this new partnership, which we believe symbolizes our highest hopes for access to education and improvement of public service," said Marilu Goodyear, director of the public affairs and administration school.

The timing of this move arrives on significant anniversaries for both organizations. The U.S. Supreme Court issued its landmark Brown decision in 1954, thereby ending the practice of racial segregation in U.S. public schools. The site is located in the historic Monroe Elementary School, which was one of the four elementary schools attended by the children of the plaintiffs in the desegregation case.

The National Park Service is pleased to note that through this partnership, the halls and rooms of the beautifully restored Monroe school will once again ring with the voices of students seeking to improve themselves through education.

The Public Management Center began operation in 1974, bringing the KU Master of Public Administration degree and professional education programming to the state capital. The public affairs and administration school views this opportunity, especially in the joint anniversary year of 2014, as an opportunity to reaffirm its ongoing commitments to both the workforce of Topeka and the betterment of public service through quality, personalized professional development. Included in the Topeka-based educational offerings are the MPA degree, the Kansas Certified Public Manager Program, the Emerging Leaders Academy and a host of professional development courses.

"We look forward to working with our many loyal alumni to ensure the success of this partnership, and we are excited about being a continued source of support to public service professionals for years to come," said Charles Jones, director of the Public Management Center.

Learn more about the Brown v. Board of Education National Historic Site.

The Brown v. Board of Education National Historic Site is located at 1515 SE Monroe Street, Topeka, KS, 66612. If you are traveling to Topeka on Interstate 70, please take Exit #363 (Adams Street/Branner Trafficway) to access the Brown v. Board campus.

To learn about upcoming opportunities to participate in a Public Management Center program at the Brown v. Board site, please visit www.kupmc.org.
CPM IS HEADED TO SOUTHEAST KANSAS FOR THE FIRST TIME

The Public Management Center is excited to announce that the cities of Independence and Pittsburg have graciously offered to host the Kansas Certified Public Manager® (CPM) Program beginning in January 2014. This will be the first time that the CPM program will be offered in the Southeast region of the state.

The Kansas 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. Close to 1,500 managers have completed this national certification through the Kansas program since it began in 1993.

CPM focuses on preparing highly trained leaders with a curriculum based in managing work, leading people, and developing self. The program can fill a training gap for staff members with significant technical expertise who seek to further their knowledge of current management practices. Participants spend time learning with like-minded professionals who share similar goals of expanding knowledge of strong public management and boosting career potential.

Each participant develops a Capstone project plan and implements this plan in their work place during their time in CPM, resulting in positive returns for the participant and their organization with process improvements, revenue generation, and/or cost savings.

The Kansas CPM program uses a blended learning approach of classroom hours, online learning, and outside assignments to meet 300 hours of structured learning. This comprehensive 11-month program begins each year in January and is offered in Topeka, the Kansas City area, and will be offered for the first time in the Southeast Kansas region in January 2014.

For additional information, please visit our website at www.kupmc.org or contact Terri Callahan, Program Manager, at tcallahan@ku.edu.

Upper right: (from left): PMC staff Charles Jones, Terri Callahan, Noel Rasor and Jonathan Morris serve as instructors in CPM. Bottom right: 2013 CPM students participate in a team building activity.
The KU Public Management Center congratulates the Emerging Leaders Academy graduates of the class of Spring, 2013.

The Emerging Leaders Academy is a succession planning initiative that has been offered by the Public Management Center since 2007. The program is aimed at promising, non-managerial staff in public service organizations to prepare them for leadership roles. Participants meet ten times over five months in classes designed to help them prepare for positions of increasing responsibility while also improving their effectiveness in their current roles. The spring 2013 group graduated in July and included 31 participants from 18 agencies. The fall 2013 session kicked off in August in Wichita and in September in Topeka and the Kansas City area.

Want to encourage emerging leaders in your organization?

Send them to the next Emerging Leaders Academy, beginning in late February, 2014.

For more information, visit our ELA web page, or contact Noel Rasor at noel@ku.edu.

Nicole Armstrong • City of Lenexa
Carrie Balderrama Miller • Bert Nash Community Mental Health Center
Jason Banks • Unified Government of Wyandotte County/Kansas City, KS
Frank Barden • Johnson County MedAct
Brandon Bayless • City of Topeka
Chris Donner • Johnson County Developmental Supports
Keith Ellis • Kansas Bureau of Investigation
Tennille Fincham • KU Medical Center, Teaching and Learning Technologies
Lori Flack • Unified Government of Wyandotte County/Kansas City, KS
Lindsay Garcia • Sunflower House
Lisa Garcia • Unified Government of Wyandotte County/Kansas City, KS
Rahnald Gorman • Unified Government of Wyandotte County/Kansas City, KS
Alecia W. S. Gray • KU Public Management Center
Jason Hinkle • Lenexa Police Department
Debra Hoffer • Shawnee County Sheriff’s Office
Jason Hughey • City of El Dorado Kansas
Ellen Hurless • Kansas Public Employees Retirement System
Suzanna Johannes • KU Information Technology
Lideana Laboy • Unified Government of Wyandotte County/Kansas City, KS
Brian Laird • Unified Government of Wyandotte County/Kansas City, KS
Robert Louis III • Kansas Bureau of Investigation
Paula Rapp • Douglas County Youth Services
Mary Rinehart • Wyandotte County Sheriff’s Office
Jamie Rose • Kansas Public Employees Retirement System
Benjamin Saathoff • University of Kansas Recreation Services
Rebecca Turner • Johnson County Government
Beverly Victioriano • KU Student Information Systems
Breean Wheeler • Johnson County Government
Denise Wheeler • Kansas Bureau of Investigation
Sarah Williams • Johnson County Government
Chad Wright • Olathe Fire Department

Below left: Alecia Gray, a member of the PMC Staff is now an ELA graduate. At right: the Spring, 2013 ELA graduating class.
The 2013 KUCIMAT Awards

LIFETIME ACHIEVEMENT AWARD
JAN PERKINS (MPA 1976)

Jan was nominated by colleagues. Jan has a deep and broad range of experience including being named a fellow in the National Academy of Public Administration. Her resume reflects her willingness to Lean In, to take chances, and to go for jobs that provided challenges and were a stretch.

Throughout her storied and successful career, Jan has mentored young professionals: through the Practitioner-in-Residence program for interns in 1996/97, hiring a number of interns throughout her career, spearheading and supporting the Women Leading Government group in California, nurturing the Inspiring Women In Public Administration Conference at KU, or just providing one-on-one advice, guidance and counseling to a bevy of early or mid-career professionals who looked to her. Jan’s guidance and counseling goes beyond her willingness to share her professional journey. Her genuine spirit is what inspires others to remain engaged in the profession and in life. Jan is fully committed to mentoring aspiring professionals. By reaching out to those who may benefit from her assistance, she has shown us her authentic interest in helping others improve. Her willingness to share personal stories, those that show her heart, vulnerability, humanity and her tenacity in facing and overcoming obstacles with a triumphant spirit is an inspiration.

She has left a powerful legacy for the local government management profession. Of those of us who worked for her during her tenure in Fremont, there are now five city managers, three assistant city managers as well as countless other professionals making significant contributions in local government.

Jan is a tireless leader and advocate for professional management and is truly deserving of this meaningful award.

INTERN EXCELLENCE AWARD
caitlin SteNe (MPA 2013)

Caitlin was nominated by Scott Simpson, City Administrator of River Falls, Wisconsin: “I have had the opportunity to work with a number of graduate interns (hired #9 and #10 this year) through various programs, including NIU, KU, and ICMA. Caitlin stands out as making the largest impact on the organization of the group.

Caitlin began working with us in the middle of some of the biggest organizational changes in three decades. The labor environment in Wisconsin was impacted by the end of collective bargaining. This involved re-writing and re-making our formal relationship with employees. Caitlin worked closely with the HR Director and City Administrator on a new pay plan and new employee handbook effective January 1, 2013.

Caitlin was the driving force behind the City conducting its first comprehensive citizen survey and its potential to help guide decision-making. She applied her knowledge and skills in benchmarking and performance measurement to convince the Administration and the City Council to include a citizen survey in our strategic work plan.

The traits that we appreciate in Caitlin are her creativity, flexibility, positive attitude, and passion for service both within the organization and through numerous volunteer opportunities in the community.

Caitlin has earned her spot on the City’s Executive team and represents the best of what is expected from a graduate intern. Caitlin has shown the motivation, passion, and the skills to be a successful City Manager. Her performance as an intern was so impressive we created a new position rather than lose her to another organization last year. I am proud to have her as a full-time member of our team and hope I can keep her a few years before she goes on to leading an organization of her own.”
THE NEW SPAA WEBSITE IS HERE!

The School of Public Affairs and Administration launched its new website on Wednesday, December 18.

We would like input from Alumni as to what types of information you would like to see under the Alumni section on the new site.

Please contact Ray Hummert with your comments or suggestions. (rhummert@ku.edu or 785-864-9097)

While we cannot promise that we will incorporate every suggestion, we will take everyone’s input into consideration as we continue to add content to the new site.

Do we have your updated contact information?

We do not have current email addresses for many of our alumni. If your current email address is not reflected in the Alumni and Friends Directory, please update your information by emailing any changes to padept@ku.edu or call 785-864-3527.

In his letter of nomination, Clay Pearson's colleagues wrote: “Clay has worked with the City of Novi for thirteen years. Since arriving in 2000 he, in conjunction with a dedicated administrative team, has positioned Novi as one of the best communities in the State of Michigan and is recognized nationally in terms of public management.

Under Clay’s guidance Novi has seen a new Library constructed, the formation of a Public Safety Department, merging the administrations of the Fire and Police Departments, creation of a plan review center, the development of three new parks, the construction of a new state of the art regional hospital, and the site facilitation and construction of a multi-state corporate headquarters. Clay’s many accomplishments read similar to that of a 25 year seasoned City Manager at the end of their career, conversely, Clay is just getting started.

Clay is tireless in his enthusiasm, inspiration, and leadership within his organization, his community, his state, the KUCIMAT nation, internationally, and for the profession generally.”

Throughout this entire process, Rachel has been so amazing and courageous. Most courageously, however, despite being a very private person, Rachel bravely chose to share her story. Without a doubt, Rachel’s story is helping ensure others in her situation will one day feel as lucky as she did when a perfectly matched donor was found and she was able to receive a life-saving transplant.

Rachel is now more than 100 days past her transplant, which is a major milestone – the significance of which is most accurately captured in Rachel’s own words: “Well, I made it! Tomorrow is the 100th day post-transplant. The past 100 days have been by far the most difficult part of the entire process but I MADE IT! YEAH!! The 100 days are considered a critical time period for the doctors because if any major complications happen with the transplant, they will likely happen in this time period. While I have had my share of complications, they have all been manageable.”

EDWIN O. STENE AWARD FOR MANAGERIAL EXCELLENCE
CLAY PEARSON (MPA 1992)

DENA LAURENT-SORENSON PROFILE IN COURAGE AWARD
RACHEL HUT BREMEN (MPA 2007)
THANK YOU, KUCIMATS.

Your dues made it possible for the intern-track MPA Class of 2015 to attend the International City County Management Conference in Boston. Over $9,000 of your support went to transportation and housing of first year students. On their blog they have expressed their appreciation for you making it possible to attend the conference.

PAY DUES NOW

If you have not yet paid your 2013 KUCIMAT dues, please click on the link above.

To check if your dues payment has been recorded, please visit the Alumni and Friends Directory. If you have paid your dues and are not listed as having paid, please email Ray Hummert.

The 100th ICMA Conference will be held in Charlotte, North Carolina in 2014.

INTERNS STUDENTS GO TO ICMA

Above: Second year MPA students at the Christian Science Plaza in Boston, Massachusetts during ICMA 2013. Pictured (L to R): Kyler Ludwig, Assistant to the City Manager of Goddard, Kansas; Travis Elliott, Management Intern with Aspen, Colorado; Jeff Robbins, Management Intern with Sedgwick County Kansas, and Dylan Mulfinger, a Management Analyst with Oskaloosa, Iowa.

Blogging about Boston

The intern-option MPA class of 2015 has created a blog. In September, they write about their experiences at their first ICMA conference in Boston, Massachusetts. To connect, visit their blog site.

Below: The MPA Class of 2015 on Wescoe beach.