

***HUGO WALL SCHOOL OF URBAN
AND PUBLIC AFFAIRS***

**Master of Public Administration
Center for Urban Studies
Kansas Public Finance Center**

**Annual Report of Activities
July 1, 2006 - June 30, 2007**

July, 2007

Dear Friends of the Hugo Wall School:

On behalf of faculty and staff of the Hugo Wall School I invite you to review this report that highlights the teaching, research, and service conducted through the School over the past year.

Academic year 2006-07 will become known as the year that planning with respect to nonprofit management came to fruition. In the fall semester, Dr. Melissa Walker who was recruited for her expertise in nonprofit management and finance joined the Hugo Wall School faculty. Then, during the past year faculty undertook a major review of Master of Public Administration degree to assess how nonprofit management should be incorporated into the curriculum. This review resulted in revisions of the School's mission statement and core courses, the addition of new courses, and a proposed Graduate Certificate in Nonprofit Management. These changes will broaden the instructional offerings of the School for students seeking careers in the nonprofit sector and respond to the growing trend of public service delivery by nonprofit agencies. Professor Nancy McCarthy Snyder also returned to the faculty late this year after completing assignments in University administration and will further strengthen the School's offerings in nonprofit management.

Big plans are underway for celebrating the 50th Anniversary of the Hugo Wall School with a series of events throughout academic year, 2007-08. A kick-off event is scheduled for September 7, and the celebration will culminate in a major weekend event scheduled for April 17-18, 2008. A 50th Anniversary Fund has also been established with the Wichita State University Foundation, and fund raising in connection with the celebration is well underway.

The retirement of Professor Joe Pisciotte represented another major milestone of the year. Joe provided leadership for the Hugo Wall School and its forerunner, the Center for Urban Studies for most of the past 30 years. His 40 years of public service were celebrated this spring in a large gathering of students, graduates, and friends of Joe and of the Hugo Wall School. His presence will be dearly missed.

With this report the Hugo Wall School of Urban and Public Affairs completes its eighth year as the academic home for the Master of Public Administration degree, the Center for Urban Studies, and the Kansas Public Finance Center. Progress in the School would not have been possible without the strong, continuing support of outstanding alumni and friends of the School, and most particularly Dean Bill Bischoff, Provost Gary Miller, and President Don Beggs.

Come and visit us at the School and keep in contact with us through our electronic newsletter, *Hugo's Highlights*. We welcome your comments and suggestions on the direction of the Hugo Wall School.

Sincerely,

H. Edward Flentje
Director and Professor

**Hugo Wall School of Urban and Public Affairs
Annual Report, 2006-2007**

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**Hugo Wall School of Urban and Public Affairs
Highlights, 2006-2007**

Instruction

- Twenty-eight students were awarded the Master of Public Administration degree in winter and spring graduation ceremonies.
- Seven students completed the Graduate Certificate in City and County Management during the academic year.
- Six students completed the Graduate Certificate in Public Finance during the academic year.
- Two students completed the Graduate Certificate in Economic Development during the academic year.
- Thirteen students were awarded graduate assistantships in the Hugo Wall School.
- Eight students were awarded fellowships through endowed funds of the Hugo Wall School, and one student won a statewide competition for the scholarship awarded by the Kansas Association of City/County Management.
- Twenty-six public and nonprofit managers representing six cities, two counties, and two nonprofit agencies completed the MiniMPASM, a program of executive development in public administration inaugurated by faculty in 2001.
- Faculty undertook a fundamental review of the Master of Public Administration degree in light of growing demands for professional education in nonprofit management and revised core courses, added three new courses, and proposed a Graduate Certificate in Nonprofit Management.
- At the Commencement Luncheon in May, Mr. Steve Commons, MUA 81, who has completed 30 years in public service and is currently assistant city manager of Edmond, Oklahoma, was awarded the 2007 Alumni Award for Outstanding Public Service.

Research

- Dr. Glenn Fisher, Kansas Regents Distinguished Professor Emeritus of Urban Affairs was awarded the 2006 Aaron Wildavsky Award in recognition of outstanding scholarship and distinguished service to the field of public budgeting and financial management over a sustained period of time. The Wildavsky Award was presented at the national meeting of the Association for Budgeting and Financial Management of the American Society of Public Administration in Atlanta, in October of 2006.
- Professors Glenn Fisher, Ed Flentje, Bart Hildreth, and John Wong completed and published research on state and local tax and debt policy in response to a request from Kansas Secretary of Revenue Joan Wagon and presented research findings to the Kansas Advisory Council on Intergovernmental Relations, the Special Committee on Assessment and Taxation of the Kansas Legislature, and the Kansas Association of City/County Management. Fisher served as principal investigator in a study of erosion of the property tax base; Hildreth served as principal investigator of a study of local debt

affordability; and Wong served as principal investigator of a study of erosion of the sales tax.

- Professor John Wong conducted a strategic analysis of trends in regional economy and presented findings to the Regional Economic Leadership Summit, sponsored by Regional Economic Area Partnership and Visioneering Wichita.
- Professor Mark Glaser presented research on health care networks to an international conference, “Leading the Future of the Public Sector Third Transatlantic Dialogue,” that included scholars from 20 nations who are working to promote international collaboration in the field of public administration.
- Professor Bart Hildreth presented his research on public finance through invited lectures in China on and met with the University faculty to discuss curriculum design and faculty research in public finance and administration. In Shanghai, he gave an invited lecture on executive budgeting at Fudan University; and in Beijing, his invited lecture to the School of Public Finance at the Central University of Finance and Economics was on sub-national government debt markets, with lessons for China.
- Hugo Wall School faculty and staff completed seven applied research projects during the year in response to requests from state and local officials in Kansas.
- Hugo Wall School faculty contributed 39 articles, books, monographs, chapters, agency reports, and other publications during 2005-07.
- Professor Bart Hildreth continued as editor-in-chief of the *Municipal Finance Journal*, the only quarterly national journal devoted to municipal securities.
- Professor Bart Hildreth served as book review editor of the *International Journal of Public Administration*, and Professors Hildreth and Yeager served on the editorial boards of a number of academic journals in the field of public administration.

Service

- Contributions to the 50th Anniversary Fund of the Hugo Wall School topped \$123,000, as of June of 2007. Professors Glenn Fisher, Ed Flentje, Joe Pisciotte, and George Platt established 50th Anniversary Fund at the Wichita State University Foundation to benefit the Hugo Wall School and help celebrate the 50-year history of the School in academic year 2007-08. The 50th Anniversary Fund may receive gifts from alumni, constituents, and friends of the Hugo Wall School in connection with the anniversary, and contributors to the Fund will determine the exact purposes, permanent naming, and oversight of the Fund.
- The Hugo Wall School sponsored the President’s Colloquy at ICMA’s annual conference in San Antonio to honor Mr. Bill Buchanan as incoming ICMA president and as an adjunct professor in the School. Buchanan moderated the Colloquy on the topic of “life after first retirement;” Adjunct Professor Joe Palacios, retired city manager of Hutchinson, and City Manager Frank Benest of Palo Alto, California, also spoke as panelists.
- The Nonprofit Chamber of Services recognized the Hugo Wall School of Urban and Public Affairs as “partner of the month” in September, noting that the Hugo Wall School had initiated the Nonprofit Executives Seminar in 2002 and served as an “incubator” for the Nonprofit Chamber during 2005-06.

- Mr. Mac Manning and Ms. Lynne McCraw Schall oversaw the School's 16-year relationship with the City Clerks and Municipal Finance Officers Association of Kansas that provides professional development through the certification institute, master academy, and annual conference for association members.
- Mr. Joe Yager oversaw the School's nine-year relationship with the Regional Economic Area Partnership, an alliance of thirty-four cities and counties in south central Kansas.
- Professor Bart Hildreth and Mr. Mac Manning oversaw the School's seven-year relationship with the Kansas Government Finance Officers Association that provides professional development through regional seminars and a fall conference for association members through the Kansas Public Finance Center.
- Ms. Lynne McCraw Schall oversaw the fifth year of the Nonprofit Executives Seminar, that offers topical seminars for directors of nonprofit agencies in Sedgwick County.
- Mr. Mac Manning oversaw the School's relationship with the Kansas County Clerks' and Election Officers' Association that provides professional development for the Association through an annual certification institute and master academy.
- Ms. Lynne McCraw Schall oversaw the sixth year of the MiniMPASM, that provides executive development in public administration for public and nonprofit managers.

Faculty and Staff

- Dr. Melissa Walker, a post-doctoral research fellow at Northwestern University and lecturer in the School of Social Service Administration at the University of Chicago, joined the faculty as associate professor in the Hugo Wall School, beginning in fall of 2006. Walker completed her Ph.D. in social policy and public management from the School of Social Service Administration at the University of Chicago in 2005, has taught public administration and nonprofit management for the past ten years at Roosevelt University and the University of Chicago, and has professional experience as a nonprofit agency head and consultant to nonprofit agencies on fund raising, program evaluation, financial analysis, and marketing.
- Professor Joe Pisciotte began full retirement at the end of the spring semester after 30 years of service to Wichita State University, including service as director of the Center for Urban Studies and charter director of the Hugo Wall School. His 40 years of public service were recognized at a community and University gathering of students, graduates, and friends in May.
- Ms. Misty Bruckner joined the Center for Urban Studies as public affairs associate in September and was promoted to coordinator of community outreach in June.
- Ms. Lisette Jacobson joined the Center for Urban Studies as public affairs associate in June.
- Ms. Lynne McCaw Schall began phased retirement in June, and Mr. Mac Manning resigned in May to accept a position as city administrator of Kechi.
- Dr. Nancy McCarthy Snyder rejoined the faculty in June after directing Wichita State University's successful reaccreditation by the Higher Learning Commission.
- Adjunct Professor Bill Buchanan, who serves as county manager of Sedgwick County, was installed as president of the International City/County Management Association at the 92st annual meeting of the Association in September of 2006.

- President and University Professor Emeritus Clark D. Ahlberg, who taught in the Hugo Wall School after stepping down as University president, passed away in January, and Associate Professor Emeritus George Platt delivered an eulogy for Ahlberg at a University-wide memorial service in February.
- Adjunct Professor Joe Palacios was named commencement speaker for the Spring Commencement of Fairmount College of Liberal Arts and Sciences in May.
- Professor Ed Flentje was named to ICMA’s Strategic Planning Committee, as one of three “academics” on the 40-member committee, that will be meeting periodically over the next two years to guide strategic directions of ICMA.
- Faculty and staff served on a number of state and local boards and commissions: Professor Glenn Fisher on the Kansas Civil Service Board; Professor Ed Flentje on the Affordable Air Service Coalition and on the Organizing Committee of the Flood Plain Management Task Force; Professor Bart Hildreth on the Kansas Sales Tax Simplification Committee, Audit Committee (chair) of the Wichita School District, the Wichita Public Building Commission, Emergency Management Board for the City of Wichita, and the Small Business Micro-Loan Committee for the City of Wichita; Professor Joe Pisciotte on the Kansas Advisory Council on Intergovernmental Relations; Professor George Platt on the Wichita Historic Preservation Board; Ms. Lynne McCraw Schall on the Leadership Development Subcommittee of the Nonprofit Chamber of Service of Sedgwick County, Inc.; and Professor John Wong on the Kansas Consensus Revenue Estimating Group.
- In terms of University service, Professor Sam Yeager served in the Faculty Senate and on the Faculty Support Committee and the College Council and Awards Committee of Fairmount College of Liberal Arts and Sciences; Professor Platt served on the Ulrich Museum Outdoor Sculpture Committee and the University Historic Preservation Committee; and Professor John Wong served on the College Curriculum Committee.

Mission

In preparation for accreditation of the Master of Public Administration degree, faculty and staff of the Hugo Wall School adopted a mission statement for the School in 2001. During this past year, faculty reviewed the School's mission statement and adopted revisions in order to incorporate nonprofit management into the Master of Public Administration degree. The revised mission statement is as follows:

The Hugo Wall School of Urban and Public Affairs enhances the quality of public affairs and administration through: (1) excellence in instruction that prepares individuals for positions of leadership in management, finance, and policy for public and nonprofit organizations; (2) excellence in scholarship that expands and disseminates knowledge to audiences of academics, professionals and practitioners in government and nonprofit organizations; and, (3) excellence in service to Wichita State University and the profession of public administration.

This mission reflects Wichita State University's long-standing commitment of service to the Wichita area, surrounding communities, the region, and the state. The School serves this unique mission by offering high-quality graduate instruction through the Master of Public Administration degree and by conducting applied research and providing responsive community service through the Center for Urban Studies and the Kansas Public Finance Center.

The Hugo Wall School offers special opportunities for students interested in urban and public affairs. Students completing the Master of Public Administration degree gain experience through hands-on research and network with practitioners in the field of public administration. The MPA degree leads to a variety of careers in public management, public finance, and public policy.

Faculty, staff, and students in the Hugo Wall School engage in research and community service through the Center for Urban Studies and the Kansas Public Finance Center. These units respond to requests from public officials and community organizations for applied research, community and organizational surveys, leadership development, management and professional development, consultation and technical assistance, and group facilitation, as well as many other services.

History

The Hugo Wall School of Urban and Public Affairs reflects the vision of its namesake, Dr. Hugo Wall, a professor who served the University, first the University of Wichita and later Wichita State University, for forty-two years, from 1929 to 1971.¹ In the mid-1940s, Wall began envisioning an academic unit that would link the University and the community. This unit

¹ A biographical sketch of Dr. Hugo Wall is available at the Hugo Wall School website (hws.wichita.edu).

would conduct and publish independent research on community and public affairs, offer training for governmental officials, carry out civic education, and provide technical assistance to public officials. This research and service mission would be supplemented by graduate education in public administration offered by the University.

Wall's vision first emerged at the University in the late 1950s in the form of a Center for Urban Studies established by the University to conduct applied research and community service and headed by Wall. Stable funding for the Center took shape in 1965, shortly after the transition of the University of Wichita into Wichita State University. City of Wichita voters approved this change through the adoption of a citywide mill levy dedicated to the new state university, and the University allocated a portion of the mill levy to the Center for Urban Studies for research and service focused primarily on the city.

In the early 1970s, in response to a university-wide discussion of the mission of an "urban university," the University initiated a new graduate degree, a Master of Urban Affairs, designed to impart knowledge of the urban environment. This interdisciplinary degree drew upon faculty throughout the University, including political science, sociology, economics, engineering, and management, among others, and was coordinated through the Center for Urban Studies. The first Master of Urban Affairs degree was awarded by the University in 1974.

In 1979, the University reassigned faculty with primary interests in the field of public administration to the Center for Urban Studies, and in 1984, the University approved a change of the Master of Urban Affairs degree to a Master of Public Administration degree. With the realignment of faculty the attention of the Center shifted more to urban government; and the degree change focused instruction more clearly on preparing students for positions of responsibility in government, principally state and local government.

In 1993, the University established the Hugo Wall School of Urban and Public Affairs to include faculty and staff associated with the Center for Urban Studies and a number of other related academic units. In 1994, in conjunction with the appointment of Bart Hildreth as Regents Distinguished Professor of Public Finance, the University established the Kansas Public Finance Center as the focus for research and service in the field of public finance. In 1999, the University again reorganized continuing the Hugo Wall School as the academic home for the Master of Public Administration degree, the Center for Urban Studies, and the Kansas Public Finance Center. In conjunction with reorganization and reestablishment of the Center for Urban Studies, the University committed a base of state funds for faculty and staff performing research and service through the Center for Urban Studies.

A number of developments occurring from the mid-1980s through the present have extended the mission of the Center for Urban Studies, later the Hugo Wall School, geographically and enhanced the School's capacity to perform its mission. Beginning in 1988, the Sedgwick County Board of County Commissioners extended the citywide mill levy dedicated to the University countywide, and as a consequence, the Hugo Wall School gives increasing attention to the governments of Sedgwick County and other cities within the county. The Center for Urban Studies and the Kansas Public Finance Center increasingly receive and

respond to requests for research and service from statewide associations of local officials and governments, for example, the Regional Economic Area Partnership, the Kansas Association of City/County Management, the Kansas Government Finance Officers Association, the City Clerks and Municipal Finance Officers Association of Kansas, and the Kansas County Clerks' and Election Officers' Association. More recently, with the increasing delivery of public services by nonprofit agencies, the Hugo Wall School is responding to requests for instruction, research, and service from the nonprofit sector.

Master of Public Administration

The Hugo Wall School of Urban and Public Affairs offers the Master of Public Administration (MPA) degree which prepares students for positions of responsibility in public and nonprofit organizations. The degree emphasizes core competencies in public management, public finance, and public policy and their application to state and local governments. Coursework for the degree is offered in the evening, late afternoons, and occasionally on weekends, in response to the unique student body of an urban university and requires completion of 39 graduate hours, 24 of those being required core courses. The core courses include:

- PAdm 702: Research Methods in Public Administration
- PAdm 710: Public Sector Organizational Theory and Behavior
- PAdm 725: Public Management of Human Resources
- PAdm 745: Public and Nonprofit Governance (formerly Environment of Public Adm.)
- PAdm 765: Public Sector Economics
- PAdm 802: Quantitative Methods for Public Sector Professionals
- PAdm 865: State and Local Government Finance
- PAdm 895: Public Decision Making

Students select the remaining 15 hours of elective courses in consultation with their faculty advisor and are encouraged to develop a plan of coursework around career interests. Common areas of concentration include public management, financial management, and policy analysis. Students may choose to complete one of the three graduate certificates offered as a part of their degree program. Students with limited work experience in the public sector are encouraged to consider an internship as part of their MPA program.

The MPA degree in the Hugo Wall School emphasizes the practice of public administration. Students are exposed to the methods and perspectives of the social and behavioral sciences, economics, and the humanities. These disciplines are linked to the practice of public administration through the use of practitioners in the classroom and as mentors, policy-relevant research assignments, public affairs seminars, and internships. The teaching faculty have significant professional experience in state and local government, and are engaged in research relevant to state and local governments and nonprofit organizations in Kansas and beyond. These experiences allow faculty to bring relevant perspectives on public management into the classroom. In addition, adjunct faculty who are experienced public administrators frequently make themselves available to students, individually and in classroom settings.

Since 1974, 434 graduate degrees (MUA or MPA) have been awarded. The following table reports degrees awarded for five-year periods since the degree was initiated.

1974-1979 (MUA)	52
1980-1984 (MUA)	62
1985-1989 (MPA)	42
1990-1994 (MPA)	49
1995-1999 (MPA)	75
2000-2004 (MPA)	85
2005-present (MPA)	69
Total Degrees Awarded	434

Currently, approximately 90 students are actively engaged in completing the MPA degree. Roughly eighty percent are part-time students taking one or two courses each semester; twenty percent are full-time.

Twenty-eight students were awarded the Master of Public Administration degree in winter and spring graduation ceremonies this past year. These students and their current placements are as follows:

MPA Graduates	Current Placement/Status
Ngulwe K. Alfani	quality assurance specialist, Kansas Housing Resources Corporation
Desmond Blake	Abstinence Education Consultants, Inc.
Deanna N. Carrithers	management intern, Office of County Manager, Sedgwick County
Courtney Jo Fleetwood	coordinator of recruitment and director of advising, College of Health Professions, Wichita State University
Bernadette Francis	management analyst, Finance Department, Sedgwick County
Crystal L. Gile	management intern, Office of County Manager, Sedgwick County
Jennifer J. Gluszek	communications coordinator, Sedgwick County
John H. T. Grant	human services specialist, Kansas Department of Social and Rehabilitation Services
Branden C. Hall	in transition
Rhonda K. Harper	administrative assistant, Housing Services, City of Wichita
Anthony P. Heimerman	re-locating to Washington State for employment opportunity
Nickolaus J. Hernandez	management intern, Office of City Manager, Salina

Lisette Jacobson	public affairs associate, Center for Urban Studies, Wichita State University
Lesa Laverne (Lank)	change management analyst, Office of the Secretary, Kansas Department of Labor
Matthew A. Lawn	management internship, Office of County Administrator, Butler County
Troy D. Livingston	lieutenant, Wichita Police Department
Mark P. Martz	doctoral student in public administration, Arizona State University
Cecilia Miranda-Ojeda	coordinator of Hispanic services, Wichita Area Sexual Assault Center
Rachelle J. Moody	administrative officer, Division of Human Services, Sedgwick County
Chan Min Park	returned to South Korea for employment
Jason Post	finance coordinator, Rainbows United, Inc.
Purvi Savla	student in advanced study in dental practice, Boston College
David B. Schroeder	economic development specialist, Planning Department, City of Fort Worth, Texas
Perry L. Schuckman	executive director, Nonprofit Chamber of Services of Sedgwick County, Inc.
Anthony D. Smith	supervisor, Hawker Beechcraft Corporation
Sasha D. Stiles	assistant to city administrator, City of Andover
Anthony Swartzendruber	management intern, Office of County Manager, Sedgwick County
Eddy R. Truelove	chief of police, City of Sterling

The Hugo Wall School also offers three graduate certificate programs. The *Graduate Certificate in Public Finance* was initiated in the fall of 2001 and requires completing a sequence of four graduate-level courses in public finance: public sector economics, state and local government finance, public budgeting, and public financial management. The *Graduate Certificate in Economic Development* was added in the fall 2003 and requires completing a sequence of four graduate-level courses in economic development: planning process, urban land development, urban economics, and state and local economic development. In 2004, the *Graduate Certificate in City and County Management* was introduced and requires completion of the following courses: public management of human resources, state and local government finance, state and local government administration, and **one** of the following: planning process, state and local economic development, local government law or public works administration.

Graduate certificates are available to MPA students, students completing other graduate degrees at Wichita State University, and non-degree students who have completed their undergraduate degree and seek advanced study in public finance, economic development or city and county management. Completion of the graduate certificate is recognized on the student's official university transcript.

During the 2006-07 academic year the *Graduate Certificate in Public Finance* was completed by Branden Hall, Nickolaus Hernandez, Lisette Jacobson, Matthew Lawn, Purvi Savla, and Anthony Swartzendruber. The *Graduate Certificate in Economic Development* was completed by Bernadette Francis and Anthony Heimerman. The *Graduate Certificate in City and County Management* was completed by Jennifer Gluszek, Anthony Heimerman, Matthew Lawn, Troy Livingston, Cecilia Miranda-Ojeda, Anthony Swartzendruber, and Eddy Truelove.

Financial Assistance. The energy and enthusiasm of graduate assistants contribute significantly to the Hugo Wall School. To attract qualified graduate students into the MPA degree program, the School offers two forms of financial aid, graduate assistantships and fellowships.

Graduate assistants assist faculty in the Hugo Wall School in instruction, as well as work directly with faculty and professional staff on research and community service projects through the Center for Urban Studies and the Kansas Public Finance Center. Graduate assistantships are awarded on the basis of a student's undergraduate record, demonstrated leadership abilities, and potential for success in the field of public administration. Assistantships are normally awarded for an academic year and require twenty hours per week. Graduate assistants receive a nine-month stipend of \$8,000 and may also qualify for resident tuition, as well as a partial tuition waiver. To be eligible for a graduate assistantship in the Hugo Wall School, a student must be admitted in full standing to the MPA degree and also be enrolled in a minimum of nine graduate credit hours each semester during the assistantship.

Over the past year, thirteen students served as graduate assistants for all or part of the year. Those students were:

Deanna Carrithers	Purvi Savla
Mark Dugan	Matt Stiles
Crystal Gile	Michelle Stroot
Nickolaus Hernandez	Anthony Swartzendruber
Lisette Jacobson	Tricia Thomas
Jason Osterhaus	Yusi Zheng
Amanda Reinert	

The Hugo Wall School has four endowed fellowships available for financial assistance to qualifying graduate students enrolled in the MPA degree. These fellowships are awarded on a competitive basis to students with exemplary records and specific career interests in the field of public administration. The **Hugo Wall Fellowship** was established in 1973 to honor the contributions made to community service and the field of public administration by the late Dr. Hugo Wall. Hugo Wall Fellowships are awarded to outstanding students with career interests in urban affairs or public administration. The **George Pyle Fellowship** was initiated in 1990 by members of the Wichita State University Managers Association, to honor George Pyle's thirty-nine years of service in the field of city management, the last twenty-two years as city manager of Hutchinson, Kansas. George Pyle Fellowships are awarded to graduate students planning

careers as city or county managers. The **George Van Riper Fellowship** was established in 1997 from an endowment honoring the late George Van Riper, a graduate of the MPA degree program and practitioner in the field of public finance. Van Riper fellowships are awarded to graduate students planning careers in public finance. The **Mike Hill Fellowship** was initiated in 2001 to honor Mike Hill's thirty-seven years of public service to Wichita and Sedgwick County. This fellowship is awarded to graduate students with education and experience in law enforcement who seek to advance in the field of public management.

Over the past year, eight fellowship awards were made to the following students:

Hugo Wall Fellows

Deanna Carrithers
Mark Dugan
Crystal Gile

George Van Riper Fellow

Lisette Jacobson

George Pyle Fellow

Jennifer Gluszek

Mike Hill Fellows

James Bohannon
Troy Livingston
Eddy Truelove

Additionally, as a result of a statewide competition, Anthony Swartzendruber was awarded the **Virgil A. Basgall Scholarship** for the 2006-2007 academic year by the Kansas Association of City/County Management.

Center for Urban Studies

The Center for Urban Studies continues a long-standing mission of applied research and community service begun in the late 1950s by Dr. Hugo Wall. Faculty, staff, and graduate assistants associated with the Center respond to requests of public officials and community organizations to conduct research, offer training and professional development, and provide technical assistance and consultation. Historically, the Center primarily served public agencies and community organizations in Wichita and Sedgwick County. Today, the Center extends its services to elected officials, state and local public managers, community organizations, and professional associations throughout Kansas.

The Center for Urban Studies seeks to enhance the quality of public affairs by assisting public officials and community organizations to meet the challenges of governance and management and improve service delivery through:

- leadership development for those engaged in governing community organizations;
- customized leadership, executive, management, and professional development for appointed officials;
- facilitation of governing body retreats and community forums;
- education and certification for members of professional associations;
- consultation on community goal setting and strategic planning;

- community and organizational surveys; and
- applied research on issues identified by state and local officials and community leaders.

Kansas Public Finance Center

Founded in 1994, the Kansas Public Finance Center further enhances the mission of the Hugo Wall School by targeting research and service in the field of public finance. The Kansas Public Finance Center's focus is two-fold: developing and implementing public strategies that promote economic vitality in Kansas; and advancing the study and practice of public finance. Activities include:

- applying scholarly research in the area of public finance;
- serving as advisors to private and public policymakers on economic and fiscal issues;
- providing technical assistance on financial policies and practices with respect to state and local financing and municipal securities;
- advancing the study of municipal securities;
- hosting the annual Midwest Regional Public Finance Conference that attracts government finance professionals from several states; and
- organizing specialized conferences and professional development workshops for financial managers in the public, private and nonprofit sectors.

Ongoing Service Activities

In addition to numerous short-term service activities, the Center for Urban Studies and the Kansas Public Finance Center undertake a number of ongoing service activities in response to local officials and associations of local officials and governments in Kansas. Principal among these are:

Facilitation. Faculty and staff in the Center for Urban Studies respond to requests for facilitation of focus groups, retreats, and community meetings for local governing body members, local organizations, and other community groups. During the past year, staff of the Center facilitated the following sessions:

- facilitation for Regional Economic Leadership Summit, sponsored by Regional Economic Area Partnership and Visioneering Wichita (October 13, 2006);
- strategic planning retreat, Center for Health and Wellness, Board of Directors (November 10, 2006);
- strategic planning retreat, Mayor and City Council, City of Maize (March 3, 2007);
- strategic planning retreat, Kansas Aviation Museum (March 23, 2007);
- board facilitation for Ballet Wichita, City of Wichita (May 5, 2007); and
- board facilitation for City Clerks and Municipal Finance Officers Association of Kansas, City of Chapman (June 13, 2007).

Applied Research. Faculty and staff in the Center often received requests from state and local officials and from community organizations for applied research on key issues facing their respective jurisdictions. During the past year, faculty and staff have completed the following applied research projects:

- analysis and projection of student population for use in planning to accommodate growth and resource planning, for Superintendent and Board of Valley Center School District.
- financial and program analysis of adult basic education conducted by Wichita Area Technical College, for County Manager and Board of County Commissioners, Sedgwick County.
- projection of property tax and host fee revenues for Plumb Thicket Landfill, 2007-2012, for Board of County Commissioners, Harper County.
- strategic analysis of trends in regional economy, for Regional Economic Leadership Summit, sponsored by Regional Economic Area Partnership and Visioneering Wichita.
- study of erosion of property tax base in Kansas, for Kansas Secretary of Revenue in cooperation with Kansas Advisory Council on Intergovernmental Relations.
- study of sales tax erosion in Kansas, for Kansas Secretary of Revenue in cooperation with Kansas Advisory Council on Intergovernmental Relations.
- study of local government debt affordability in Kansas, for Kansas Secretary of Revenue in cooperation with Kansas Advisory Council on Intergovernmental Relations.

Consultation and Technical Assistance. Faculty and staff in the Center for Urban Studies often receive requests from state and local officials and from community organizations for consultation and technical assistance on policy and administrative issues confronting their respective jurisdictions. During the past year, faculty and staff have provided consultation and technical assistance, as follows:

- technical assistance in establishing the position of city administrator and recruitment for a city administrator, Mayor and Council, City of Kechi.
- consultation on alternatives for the disposition of revenues resulting from the Plumb Thicket Landfill, Board of County Commissioners, Harper County.

Area Managers Seminars. In the early 1980s the Center for Urban Studies initiated in cooperation with city managers and city administrators in the region the Area Managers Seminars. The seminars periodically bring area managers together for presentation and discussion of topics critical to their profession. Approximately 40 city and county managers participated in the following seminar conducted by the Center in the past year:

- “ICMA: Why I Love This Profession,” (December 8, 2006).

The Wichita Assembly. In 1991, the Center for Urban Studies conducted the first Wichita Assembly on behalf of Wichita State University in collaboration with local governments and civic organizations in the area. The Wichita Assembly seeks to provide a neutral and structured forum for citizens to discuss specific community issues, examine alternatives for responding to issues, and work toward a consensus for community action. Six assemblies were held during the early 1990s on issues such as community decision making, governmental cooperation and consolidation, children at risk, community communication, environmental quality, and solid waste management.

In 2002, at the request of local and state officials the Center organized a Wichita Assembly, *Community Reconnection: A New Beginning for Offenders*, to consider critical issues of offender reentry, specifically housing, employment, community services, and community safety. In 2004, the *Sedgwick County Assembly: Prescription for Healthy Citizens*, was held to discuss issues of community health and formulating strategic directions for the community.

As a follow-up to the 2004 *Sedgwick County Assembly: Prescription for Healthy Citizens*, faculty and staff of the Hugo Wall School assisted Sedgwick County and other community partners to convene the *Sedgwick County Summit on Health Access*. In preparation for the Summit, focus groups were conducted on how limited access to primary medical care impacts working Kansans and businesses, and background papers were assembled for Summit participants. Over 100 participants at the Summit helped identify community-based solutions to increase citizens access to health care. More than two-thirds of the participants committed to continue working on the strategies and solutions in the future.

City Clerks and Municipal Finance Officers Association of Kansas. In 1991, the Center for Urban Studies responded to a request from the City Clerks and Municipal Finance Officers Association of Kansas to provide professional development through the Kansas/International Institute of Municipal Clerks Certification Institute and Master Academy and to coordinate the Association's annual Spring Conference. The Certification Institute consists of 100 hours of professional development divided evenly into three annual classes (years 1, 2, and 3). Effective January 1, 2007, the Certification Institute's hours of professional development have been increased from 100 hours to 120 hours. Additionally, the annual Spring Conference of the Association attracts city clerks and municipal finance officers from 150 Kansas cities to Wichita. During the past year, 67 city clerks and staff from city clerk offices in Kansas completed professional development through the Certification Institute; an additional 82 city clerks completed the Master Academy; and 171 city clerks and municipal finance officers attended the Spring Conference. These programs were scheduled as follows:

- Kansas/IIMC Municipal Clerks Certification Institute (November 6-10, 2006);
- Master Municipal Clerk Academy (November 9-10, 2006); and
- Jazz It Up For 2007," Spring Conference (March 6-9, 2007).

In addition to the Center's ongoing assistance to the City Clerks and Municipal Finance Officers Association of Kansas, the Center sponsors periodic workshops for city clerks in the region.

Kansas County Clerks' and Election Officials' Association. In 1992, the Kansas County Clerks' and Election Officials' Association invited the Center for Urban Studies to collaborate in the design and development of a Certification Institute for County Clerks in Kansas. A three-year, 100-hour Institute, emphasizing professional development in public management, interpersonal skills, and technical skills, began with approximately 50 county clerks in 1993. In 1994, the Institute was designated the Sanborn Institute after Dorothy Sanborn, the Seward County Clerk who championed its creation. Since 1995, 95 county clerks have earned certification through the Institute. The Association requested continuing education for certified county clerks, and in 1998, the Center designed and developed the Sanborn Master Academy. These programs were scheduled, as follows:

- Sanborn Institute, Year 3 (April 16 - 20, 2007); and
- Sanborn Master Academy (April 19 - 20, 2007).

During the past year 33 county clerks participated in year 3 of the Sanborn Institute; 20 county clerks participated in the Sanborn Master Academy.

Midwest Regional Public Finance Conference. In 1996, the Kansas Public Finance Center and the Center for Urban Studies conducted the first Midwest Regional Public Finance Conference. The annual conference takes place each February in Wichita and attracts finance professionals, primarily from Kansas, Oklahoma, and Missouri, and utilizes nationally recognized speakers on cutting-edge public finance topics. Pre-conference sessions are also offered. Conference sessions address the financial affairs of municipalities, counties, schools, community colleges, state agencies, municipal utilities, and special authorities. This past February, 53 public finance professionals participated in three pre-conference sessions and 73 participated in the 12th Annual Midwest Regional Public Finance Conference, as follows:

- Basic Governmental Accounting," six-hour pre-conference session (February 21, 2007);
- Foundations of Operating Budgets-101," four-hour pre-conference session (February 22, 2007);
- Replay of the 11th Annual Governmental GAAP Update, GFOA Satellite Video Conference," four-hour pre-conference session (February 22, 2007); and
- Conference highlights: "The Dance of Leadership" (keynote address), "Best Practices in Capital Planning and Budgeting" (George Van Riper Endowed Public Finance Colloquium) and concurrent training tracks on accounting and auditing, budget, and financial management (February 22-23, 2007).

Municipal Leadership Seminar. The Center for Urban Studies initiated seminars for locally elected officials in 1988 and by 2002 over 400 local officials had participated in the seminars. The seminar program was suspended in 2002 as other organizations provided similar offerings. In spring 2005 the seminar was reactivated in response to a request of the Sedgwick County Association of Cities (SCAC). Under the joint sponsorship of the Association and the Center, the Municipal Leadership Seminar offers a forum for elected city officials to discuss issues of municipal governance with their peers and with faculty and staff of the Hugo Wall

School. Twenty elected city officials from the cities of Bel Aire, Bentley, Cheney, Goddard, Maize, Mount Hope, Mulvane, Park City, Sedgwick, and Valley Center participated in the 21-hour program. In spring 2007, the seminar was scheduled to take place in response to a request of the SCAC. Due to the lack of a minimum enrollment, the 2007 seminar did not occur.

Separately, in cooperation with the SCAC, the Hugo Wall School conducted a special workshop titled, "Planning and Zoning Issues: Beyond the Basics," for appointed planning and zoning commissioners on February 17, 2007. Thirty-eight city officials, city staff, and planning and zoning commission members attended the session.

MiniMPASM. In 1996, Sedgwick County, the City of Wichita, and the Center for Urban Studies collaborated to design and develop an "executive development institute" for senior managers in city and county governments. In 2001, the executive development institute was transformed into a MiniMPASM that provides executive development in public administration to public and nonprofit managers in the region. The MiniMPASM is targeted to public sector professionals with specialized experience who are moving into positions of managerial responsibility, specialists seeking broader exposure, and experienced managers seeking a refresher in the latest concepts. Hugo Wall School faculty serve as instructors for the program, and participants devote sixteen Friday mornings to three-hour sessions on public policy, public finance, and public management. This past year, twenty-six professionals representing six cities, two counties, and two nonprofit agencies completed the program. Since its inception, 149 professionals representing sixteen cities, six counties, and twelve nonprofit organizations have been awarded the MiniMPA.

Regional Economic Area Partnership. In 1998, the Center for Urban Studies was asked to assist the Regional Economic Area Partnership (REAP), an alliance of thirty-four city and county governments in south central Kansas, specifically in Butler, Cowley, Harvey, Kingman, McPherson, Reno, Sedgwick, and Sumner counties. The local jurisdictions have voluntarily joined together to guide state and national actions that affect economic development in the region and to adopt joint actions among member governments that enhance the regional economy. This past year the Center for Urban Studies entered into agreement with REAP to assist for the ninth consecutive year by performing a secretariat function, maintaining the REAP website, staffing REAP committees, and assisting in the identification of regional priorities and development of a regional agenda.

Kansas Association of City/County Management. In 1999, the Kansas Association of City/County Management requested the assistance of the Center for Urban Studies in conducting the Association's winter seminar. As a result of the successful event in 2000, the Center entered into an agreement with the Association to conduct the winter seminar on an annual basis in Wichita. On January 26, 2007, over 100 city and county officials representing seven counties and forty-nine cities in Kansas participated in the winter seminar titled, "Looming Threats to City and County Finance." Professors H. Edward Flentje, W. Bartley Hildreth, and John D. Wong of the Hugo Wall School facilitated all the sessions for the seminar. The special guest speaker was Secretary Joan Wagon, Kansas Department of Revenue, who also chairs the Kansas Advisory Council on Intergovernmental Relations. Discussion focused on erosion of the

property and sales tax and potential solutions for the preservation of city and county finance in Kansas. Seven professionals, including four city and county managers, served on panels discussing topics as a colloquy among friends.

Kansas Government Finance Officers Association. In 2000, the Kansas Government Finance Officers Association was established and requested the Kansas Public Finance Center to provide professional development for Association members. In response the Center conducts regional workshops and an annual conference for the Association. This past year over 240 public finance professionals participated in the following workshops conducted for Kansas Government Finance Officers Association by the Kansas Public Finance Center:

- “2006 Accounting Update,” summer seminar (Kansas City, Kansas: August 31, 2006); and
- 7th Annual Fall Professional Conference: “The Finance Officer: A Heart for “the Vision” with the Voice of Reality,” (Overland Park: October 18 - 20, 2006). Two pre-conference seminars were offered: “Writing/Presentations for the Finance Officer” and “Evaluating Developer Proposals.” Concurrent sessions included topics such as strategic planning and budgeting, bond issuance, ethics, technology and techniques of electronic transactions, trends in urban design and housing demographics, the erosion of property and sales tax bases, and investment policies.

Workforce Alliance of South Central Kansas. The Center for Urban Studies assisted the City of Wichita with technical assistance and oversight in the use of federal funds earmarked for job training beginning in the early 1980s. With the enactment of the Workforce Investment Act of 1998, the Workforce Alliance of South Central Kansas, Inc. has been charged with assuring that public funds invested in workforce development and job training address the needs of local employers, job seekers, and incumbent workers. At the request of local officials in 2003, Center staff are assisting the Regional Economic Area Partnership, which oversees the work of the Alliance, in assuring that appointments to the Workforce Alliance are properly made, conducting research on workforce development issues, and monitoring state and federal actions that impact workforce development in south central Kansas.

Nonprofit Executives Seminar. In 2002, faculty and staff of the Hugo Wall School consulted with nonprofit agency heads and agreed to initiate periodic topical seminars for the heads of nonprofit organizations that deliver public services with tax dollars in Sedgwick County. The Seminar continued into its fifth year this past year, and agency heads of thirty-four nonprofit agencies in Sedgwick County registered for the Seminar. During the past fiscal year, agency heads participated in four seminars, specifically:

- “The Perfect Match: Volunteers in Nonprofit Agencies” (July 7, 2006);
- “Staying Alive in an Era of Contracting” a joint session with the Nonprofit Chamber of Service of Sedgwick County, Inc. (September 8, 2006);
- “Building Value-Adding Boards” (January 26, 2007); and
- “It Happened to Me: How to Handle Crisis Communication” (April 6, 2007).

Faculty Publications, 2005-07

- Flentje, H. Edward, "Fiscal Trends in Kansas: Taxing, Spending and Borrowing," *Kansas Policy Review*, 28 (1), Spring 2006, 21-30. With W. Bartley Hildreth.
- Fisher, Glenn W., *Erosion of the Property Tax Base*, Report to the Kansas Department of Revenue in Cooperation with the Kansas Advisory Council on Intergovernmental Relations. Wichita: Kansas Public Finance Center, Hugo Wall School of Urban and Public Affairs, Wichita State University (December 2006).
- Fisher, Glenn W., "Sizing Up Kansas Public Finance," *Kansas Policy Review*, 29 (1), Spring 2007, 13-21. With H. Edward Flentje, W. Bartley Hildreth, and John D. Wong.
- Glaser, Mark A., "Collaborative Community-Based Public Education and Neighborhood Schools: Assessments of Racial Harmony and Issues of Equity," *The Innovation Journal*, 11 (3). With Nancy McCarthy Snyder, Patricia Stevens, Crystal Gile and Edward P. Young.
- Glaser, Mark A., "Involving Citizens in the Decisions of Government and Community: Neighborhood-Based vs. Government-Based Citizen Engagement," *Public Administration Quarterly*, 30 (1). With Samuel J. Yeager and Lee Parker.
- Glaser, Mark A., *Engaging the Community in Strategic Public Education Decisions*, Report to the Unified School District 259. Wichita: Hugo Wall School of Urban and Public Affairs, Wichita State University (January 2006).
- Glaser, Mark A., "Networks and Collaborative Solutions to Performance Measurement and Improvement in Sub-Saharan Africa," in Anwar Shah (editor), *Performance Accountability and Combating Corruption. Public Sector Governance and Accountability Series*. Washington, D.C.: World Bank, 2007.
- Hildreth, W. Bartley, "Local Debt Management," in Anwar Shah (editor), *Local Public Financial Management*. Washington, D.C.: World Bank, 2007. With Gerald Miller
- Hildreth, W. Bartley, "Canadian and American Federalism in the Capital Markets: Comparative Debt Financing," *Canadian Foreign Policy*, 12 (3) 2006, 93-104.
- Hildreth, W. Bartley, "Leading the Way to Better Budgeting," *Government Finance Review*, 22 (2), April 2006, 50-58. (Issue was devoted to the Centennial Anniversary of the Government Finance Officers Association.)
- Hildreth, W. Bartley, *Kansas Local Government 2005 Debt Affordability Study*, Report to the Kansas Department of Revenue in Cooperation with the Kansas Advisory Council on Intergovernmental Relations. Wichita: Kansas Public Finance Center, Hugo Wall School of Urban and Public Affairs, Wichita State University (December 2006). With Anthony Swartzendruber.

- Hildreth, W. Bartley, *State and Local Government Budgeting Practices Handbook*. Austin, TX: Sheshunoff Information Services, 2005 and 2006 updates. With Charles Mecimore.
- Hildreth, W. Bartley, *State and Local Government Debt Issuance and Management Service*. Austin, TX: Sheshunoff Information Services, 2005 and 2006 updates.
- Hildreth, W. Bartley, "The Evolution of the State and Local Government Municipal Debt Market Over The Past Quarter Century," *Public Budgeting & Finance*, Silver Anniversary Special Issue (December 2005), 127-153. With Kurt Zorn.
- Hildreth, W. Bartley, "Cooperation or Competition: The Multistate Tax Commission and State Corporate Tax Uniformity," *State Tax Notes*, 38:11 (December 5, 2005), 827-862. With Matt Murray and David Sjouquist.
- Hildreth, W. Bartley, "Interstate Tax Uniformity and the Multistate Tax Commission." *National Tax Journal*, LVIII:3 (September 2005), 575-590. With Matt Murray and David Sjouquist.
- Hildreth, W. Bartley, "Federalism and Capital Markets in Canada and the U.S.: Financing Infrastructure in the Wake of Hurricane Katrina," *Policy Options/Politiques*, 27:1 (December 2005), 39-45.
- Hildreth, W. Bartley, "Fundamental Federal Tax Reform and the States," *Book of the States 2005*. Lexington, KY: Council of State Governments, 2005, pp. 417-423.
- Hildreth, W. Bartley, *Cooperation or Competition: The Multistate Tax Commission and State Corporate Tax Uniformity*, Fiscal Research Center (Report No. 110), Andrew Young School of Policy Studies, Georgia State University, August 2005, 72 pp.
- Hildreth, W. Bartley, *State of Kansas 2005 Debt Affordability Report*. Wichita: Kansas Public Finance Center, Hugo Wall School of Urban and Public Affairs, Wichita State University (2005). With various students.
- Hildreth, W. Bartley, "Tax Transparency," in Joseph J. Cordes, Robert Ebel and Jane Gravelle, Co-editors, *Encyclopedia of Taxation and Tax Policy*, 2nd Edition. Washington, DC: Urban Institute Press.
- Hildreth, W. Bartley, "Electric Industry Restructuring," in Joseph R. Marbach, editor-in-chief, *Federalism in America: An Encyclopedia*. Westport, CT: Greenwood Publishing, 175-176.
- Hildreth, W. Bartley, contributing editor (Financial Management chapters), *Encyclopedia of Public Administration and Public Policy*. New York, NY: Marcel Dekker, Inc., 2006 updates.
- Hildreth, W. Bartley, "Osborne, Again: A Local Government Perspective (review of *The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis*, 2004)," *State and Local Government Review*, 38:1 (2006).

- Hildreth, W. Bartley, *Handbook of Public Administration, Third Edition*. New York, NY: Taylor & Francis, 2007, 1243 pp. Co-editor with Jack Rabin and Gerald J. Miller.
- Hildreth, W. Bartley, "Local Government Own-source Revenues and Debt: Structure and Stress," in Michael A. Pagano and Robert Leonardi (editors), *The Dynamics of Federalism in National and Supranational Political Systems*. Basingstoke, Hampshire: Palgrave Macmillan, 2007, pp. 136-165.
- Hildreth, W. Bartley, editor-in-chief, *Municipal Finance Journal*, vol. 26, no. 3, 89 pp.; vol. 26, no. 4, 87 pp.; vol. 27, no. 1, 88 pp.; and vol. 27, no. 2, 118 pp., Civic Research Institute.
- Wong, John D., *Review of Harper County, Kansas Property Tax and Plumb Thicket Landfill Revenues*, Report to Harper County, Kansas. Wichita: Kansas Public Finance Center, Hugo Wall School of Urban and Public Affairs, Wichita State University (2006).
- Wong, John D., *Sales Tax Erosion in Kansas*, Report to the Kansas Department of Revenue in Cooperation with the Kansas Advisory Council on Intergovernmental Relations. Wichita: Kansas Public Finance Center, Hugo Wall School of Urban and Public Affairs, Wichita State University (December 2006).
- Wong, John D., *Kansas Tax Incidence Study: Who Pay Kansas Individual Income, Residential Property, and Retails Sales Taxes and Kansas Tax Incidence Study: Who Pay Kansas Individual Income, Residential Property, and Retails Sales Taxes: Detailed Appendix*, Topeka, KS: State of Kansas, Department of Revenue (2006).
- Wong, John D., *How Public Funds Investment Policy Impacts the Kansas Economy: An Analysis and Adaptation of Previous Research*. Topeka: Kansas Bankers Association and Community Bankers Association of Kansas (2006).
- Wong, John D., *State of Kansas Adjusted General Fund Tax Receipts, Rates of Change, Elasticities, and Composition: Fiscal Years 1988 Through 2006*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2006.
- Wong, John D., *The Governor's Economic and Demographic Report: 2005-2006*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2006.
- Wong, John D., Contributing editor (Capital Improvement Programming and Capital Budgeting chapter), *Encyclopedia of Public Administration and Public Policy*. New York, NY: Marcel Dekker, Inc., 2006 updates.
- Wong, John D. "Labor Supply" in *Handbook of Public Sector Economics*, Donijo Robbins, editor. New York: Marcel Dekker, Inc., 2005.
- Wong, John D., *The Governor's Economic and Demographic Report: 2004-2005*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2005.

Wong, John D., *State of Kansas Adjusted General Fund Tax Receipts, Rates of Change, Elasticities, and Composition: Fiscal Years 1988 Through 2005*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2005.

Wong, John D., "Electric Industry Restructuring," in *Encyclopedia of Public Administration and Public Policy*, edited by Jack Rabin, New York: Marcel Dekker, Inc. 2005. With Stacey M. Brewer.

Yeager, Samuel J., "Classic Methods in Public Administration Research," in *Handbook of Public Administration, Third Edition*, edited by Jack Rabin, W. Bartley Hildreth and Gerald J. Miller. New York, NY: Taylor & Francis, 2007, 851-977.

Yeager, Samuel J., "How Finance Managers Deal with Ethical Stress," *Public Administration Review*, 65:3 (May/June 2005), 301-312. With Gerald J. Miller, W. Bartley Hildreth, and Jack Rabin.

Yeager, Samuel J., "The Relative Effects of a Supervisory Emphasis on Ethical Behavior Versus Political Responsiveness," *Public Integrity*, 9:3 (Summer 2007). With W. Bartley Hildreth, Gerald Miller, and Jack Rabin.

Alumni Activities

The Hugo Wall School provides a number of opportunities throughout the year for communication with alumni, friends, and constituents of the School. In the past year the following events have been held:

- Wine and Cheese Reception (September 8, 2006);
- Annual WSUMA Reception at ICMA Conference in San Antonio (September 11, 2006);
- Annual Holiday Open House (December 8, 2006);
- Hugo Wall Day (May 4, 2007); and
- MPA Celebration of Excellence (May 11, 2007).

At the MPA Celebration of Excellence, the twenty-eight individuals graduating from the Master of Public Administration degree program over the past year were honored, and Mr. Steve Commons, assistant city manager of Edmond, Oklahoma, was awarded the 2007 Alumni Award for Outstanding Public Service.

Alumni Updates

Martha Bruce Fair, MPA 89, accepted appointment as coordinator of the Kansas Wolf Trap Program for Early Learning, administered through the nonprofit agency, Arts Partners, in Wichita, effective August 21, 2006. Bruce-Fair took early retirement from the Wichita School District in August, where she has worked as a personnel officer since graduation.

Misty Bruckner, MPA 95, was promoted to coordinator of community outreach in the Center for Urban Studies, Hugo Wall School, effective June 18, 2007. Bruckner served as public affairs

associate in the Center during the past year and earlier as a self-employed consultant to local governments and nonprofit agencies.

David Cleveland, MPA 90, accepted appointment as executive director of the East Texas Council of Governments, in Longview, Texas, effective May 14, 2007. During the past four years Cleveland served as manager of business finance and workforce development in the Kansas Department of Commerce.

Sharon Collins, MPA 06, accepted appointment as a program assistant in the National Cancer Institute in the National Institute of Health, in Bethesda, Maryland, effective March 5, 2007. Collins previously worked for the Center for Health and Wellness, in Wichita.

Steve Commons, MUA 81, accepted appointment as assistant city manager of administration for the city of Edmond, Oklahoma, effective September 18, 2006. Commons served as city manager of Emporia, Kansas, since 1986, and worked for the City of Emporia in other capacities prior to that time. He ranked high among the longest serving city managers in Kansas in recent times.

Maurice Cordell, MPA 97, accepted appointment as city manager in St. Marys, Kansas, effective June 1, 2006. The previous four years, Cordell served as city administrator of Clara City, Minnesota.

Gary Curmode, MUA 81, was honored with the Ray Picard Award by the Commission on Fire Accreditation International at the Commission's awards ceremony, in Dallas, on September 14, 2006. The Picard Award recognizes superior leadership and outstanding contributions in the field of fire service accreditation. Curmode has been active with the Commission as a commissioner and in conducting accreditation visits and peer reviews of chief fire officers throughout the nation. He has served as chief of Sedgwick County Fire District #1 since 1995.

John Dudte, MPA 00, accepted appointment as EMS assistant director for training, education, and research with the Fire/EMS Department, District of Columbia, effective April 30, 2007. Dudte had served as director of Emergency Health Sciences at George Washington University, in Washington, D.C. for the previous three years.

Courtney Fleetwood, MPA 06, accepted a position as coordinator of recruitment and director of advising in the College of Health Professions, Wichita State University, effective January 8, 2007. Fleetwood earlier served as a management intern in the Office of City Manager in Wichita.

Irene Hart, MUA 75, was recently honored for her contributions in the field of aging as the first recipient of Irene Hart Award, established in her name by the Sedgwick County Department on Aging/Central Plains Area Agency on Aging. Hart served as the director of the department from 1980 through 1995 and currently serves as director of community development for the county.

Kelly Humphries, MPA 86, was assigned as manager of public affairs for the NASA's Constellation Program, which is developing rockets and human spacecraft for sending the next

generation of explorers to the moon, Mars and beyond. Humphries recently earned a NASA Group Achievement Award for his work in supporting the Space Shuttle Discovery's return to flight. He began his career with NASA as a Presidential Management Intern and celebrated his 20th anniversary as a public affairs specialist at Johnson Space Center in Houston in September 2006.

Lisette Jacobson, MPA 07, accepted appointment as public affairs associate in the Center for Urban Studies, Hugo Wall School, effective June 4, 2007. Jacobson had earlier served as graduate assistant in the School under the supervision of Professor Bart Hildreth.

Robert Kearney, MPA 02, was assigned to a planning civil affairs and anti-terrorism operations in the Horn of Africa, from Camp Lemonier in Djibouti, Africa. Kearney was mobilized as a U.S. Navy officer to be a member of the Standing Joint Forces Head Quarters and is assigned to a joint task force operating in Djibouti, Ethiopia, Kenya, Uganda, Seychelles, and Tanzania.

John Kirk, MPA 06, accepted appointment as budget analyst with the Kansas Division of the Budget, in Topeka, effective July 17, 2006. Kirk had served as a management intern with Butler County during the previous year.

Stacey Kirk, MPA 05, was promoted to financial analyst in the finance department of the city of Fayetteville, effective August 14, 2006. Kirk had served as a budget analyst for the city for the past year.

Lesa Laverne (Lank), MPA 07, accepted a position as change management analyst in the Kansas Department of Labor, in Topeka, effective January 16, 2007. Lank had served for a number of years in management positions with Communities In Schools in Wichita, most recently as program director.

Mac Manning, MPA 86, accepted appointment as city administrator of the City of Kechi, effective May 1, 2007. Manning had served as public affairs associate in the Center for Urban Studies, Hugo Wall School, and earlier in city management positions in Illinois, Kansas, and Arizona.

Dennis McKinney, MUA 84, of Greensburg, was re-elected to his eighth term in the Kansas House of Representatives in 2006 and was also re-elected as minority leader of the Kansas House.

Sean Milleson, MPA 03, accepted appointment as revenue analyst with the Revenue Division, City of Kansas City, Missouri, effective July 2, 2007.

Rachel Moody, MPA 06, accepted a position as administrative officer in the Sedgwick County Division of Humans Services, effective January 8, 2007. Moody earlier served as a management intern in the Office of City Manager in Wichita.

Trix Niernberger, MUA 79, accepted appointment as assistant director of the Citizens Environmental Coalition in Albany, New York effective December 18, 2006. Prior to her move to New York, she served as development officer in nonprofit organizations in the Wichita area, most recently with United Methodist Youthville.

Mandy Pankratz, MPA 06, accepted appointment as project coordinator for the Greater Wichita Economic Development Coalition, effective March 12, 2007. For the past year, Pankratz had served as management intern in the Office of County Manager, Sedgwick County.

Randy Partington, MPA 00, accepted appointment as assistant county administrator/human resources director for Finney County, effective June 20, 2007. He had served as city administrator of Fredonia, Kansas, for the past four years.

Ed Patton, MPA 02, was appointed city clerk for the City of Leon, effective August 10, 2006.

Nancy (Swander) Randolph, MUA 77, serves as supervisor of the family resource unit, in the Manitowoc County Human Services Department, Manitowoc, Wisconsin.

Chris Schelb, MPA 98, is director of natural resources for the Chilkoot Indian Association in Haines, Alaska, a position he has held for the past year and a half. Schelb has lived and worked in the northwestern U.S. since completing his degree.

David Schroeder, MPA 06, accepted appointment as economic development specialist, in the Planning Department, City of Fort Worth, Texas, effective March 6, 2007.

Don Schroeder, MPA 06, of McPherson County, was elected to the Kansas House of Representatives in 2006 after serving 10 years as county commissioner in McPherson County.

Travis Smith, MPA 05, accepted appointment as a law clerk with the U.S. Attorney's Office for the Western District of Oklahoma, in Oklahoma City, effective June 4, 2007. Smith interned in the Office of Mayor, in Wichita, 2003-04, and will be completing law school at Oklahoma City University.

Kelly Snyder, MPA 00, was promoted to national director of job development and placement support with ResCare Employment and Training Services Group, a unit of ResCare Inc., effective June 30, 2007. She will be based in Kansas and traveling throughout the U.S. and Puerto Rico in directing and mentoring the company's local and regional staff. For the past three years Snyder has served as project director of Arbor Employment and Training, under contract with the Workforce Alliance of South Central Kansas, in Wichita.

Lisa Unruh, MPA 91, completed her M.D. degree from the University of Kansas School of Medicine in May, 2006, and accepted a position as a pediatrics resident at the Medical Center of Central Georgia, in Macon.

Darcy Weaver, MPA 03, accepted appointment as head of development and implementation for the Cambridgeshire and Peterborough Skills Partnership, National Health Service, in England, effective November 20, 2006. The position secures funding for mandated vocational training at the county level. Prior to her move to England, Weaver served as coordinator of education and outreach with Planned Parenthood of Kansas and Mid-Missouri, in Wichita.

Ade Williams, MPA 87, accepted appointment as assistant director of business development and purchasing agent for the City of Dallas, Texas, effective in January, 2007. For the previous three years, he served as assistant director of code compliance for the city.

Paul Wurth, MPA 86, continues his association with the care home business. Wurth serves as managing partner of Arbor Springs Management Services, based in Overland Park, Kansas.

Faculty and Staff

Faculty

H. Edward Flentje, Professor and Director. Joined faculty in 1979; specialist in state government, state-local relations, and Kansas political history; Ph.D. in political science, University of Kansas, 1970; M.A., George Washington University, 1965; B.S., Emporia State University, 1964.

Mark A. Glaser, Professor. Joined faculty in 1994; specialist in productivity measurement and development, community development, and citizen perceptions of government; Ph.D. in administration and urban studies, University of Texas at Arlington, 1981; MUA, Wichita State University, 1974; B.B.A., 1970.

W. Bartley Hildreth, Kansas Regents Distinguished Professor of Public Finance. Joined faculty in 1994, with joint tenure in the W. Frank Barton School of Business; nationally known expert on municipal securities, public budgeting, and state and local finance; D.P.A., University of Georgia, 1979; M.P.A., Auburn University at Montgomery, 1975; B.A., University of Alabama, 1971.

Joe P. Pisciotte, Professor. Joined faculty in 1977; specialist in state and local government management with an emphasis in policy making, public management, and human resources; Ph.D. in political science and public administration, University of Colorado, 1967; B.A., University of Hawaii, 1963.

Nancy McCarthy Snyder, Associate Professor. Joined faculty in 1977; specialist in state and local government budgeting, school finance, income distribution, and social welfare policy; Ph.D. in economics, Southern Illinois University at Carbondale, 1977; M.S. 1973; A.B., Clarke College, 1970.

Melissa A. Walker, Associate Professor. Joined faculty in 2006; specialist in nonprofit management and finance; Ph.D. in social policy and public management, University of Chicago, 2005; M.P.A., Harvard University, 1992; B.A. in sociology, Northwestern University, 1976.

John D. Wong, Professor. Joined faculty in 1990; specialist in urban and regional economics, health policy, and state and local government revenue forecasting; Ph.D. in law, policy, and society, Northeastern University, 1990; J.D., Washburn University, 1986; M.A., Wichita State University, 1984; B.B.A., 1982.

Samuel J. Yeager, Professor. Joined faculty in 1976; specialist in organization behavior, personnel administration, statistics, and computer applications; D.P.A., University of Georgia, 1976; M.P.A., Auburn University, 1972; M.S., Troy State University, 1971; M.L.S., George Peabody College, 1968.

Adjunct Faculty

William P. Buchanan, Adjunct Professor. County manager, Sedgwick County, Kansas (1991 to present). M.P.A., Kent State University, 1968.

Joe J. Palacios, Adjunct Professor. City manager (retired), City of Hutchinson, Kansas (1989-2005). M.U.A., Wichita State University, 1976.

Norman D. Williams, Adjunct Professor. Chief of police, City of Wichita, Kansas (2000 to present). M.P.A. Wichita State University, 2000.

Emeriti Faculty

Glenn W. Fisher, Kansas Regents Distinguished Professor Emeritus of Urban Affairs. Joined faculty in 1970; retired in 1993; internationally known economist and local property tax expert; Ph.D. in economics, University of Wisconsin, 1954; M.A., University of North Carolina, 1950; B.A., University of Iowa, 1948.

George M. Platt, Associate Professor Emeritus of Public Administration. Joined faculty in 1969; retired in 1997; specialist in urban planning; Ford Foundation consultant to local governments in Pakistan; Ph.D. in public administration, Syracuse University, 1962; M.A., 1955; B.A., South Dakota State University, 1953.

Professional Staff

Misty Bruckner, Coordinator of Community Outreach. Joined staff in 2006; special projects and community outreach coordinator; M.P.A., Wichita State University, 1995; B.A. Doane College, 1992.

Lisette Jacobson, Public Affairs Associate. Joined staff in 2007, education director for the City Clerks and Municipal Finance Officers Association of Kansas and the Kansas County

Clerks' and Election Officials' Association; M.P.A., Wichita State University, 2007; B.A., Wichita State University, 1991.

Mac D. Manning, Jr., Public Affairs Associate. Joined staff in 2002; education director for the City Clerks and Municipal Finance Officers Association of Kansas, the Kansas Government Finance Officers Association and the Midwest Regional Public Finance Conference; M.P.A., Wichita State University, 1986; B.B.A., Wichita State University, 1981.

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