

**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, 2003 - June 30, 2004**

July, 2004

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.

I can report that the Master of Public Administration degree continues to attract students. Enrollment in core courses averaged twenty-five students during the academic year; enrollment in elective graduate classes averaged eleven students. Nineteen students were awarded the MPA degree this year; five students completed the Graduate Certificate in Public Finance. The Graduate Certificate in Economic Development, initiated by faculty last year, has also appealed to students.

Hugo Wall School faculty and staff undertook a major research and service project this year with the *Sedgwick County Assembly: Prescription for Healthy Citizens*, held in March on the Wichita State University campus. The assembly was initiated at the request of Sedgwick County officials and financed by a number of community partners. Over 175 county residents participated—reviewing research conducted and assembled by faculty, engaging in discussion of health care access, prevention, coordination, and vulnerable populations, and seeking consensus on strategic directions for community health.

With this report the Hugo Wall School of Urban and Public Affairs completes its fifth 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 and President Don Beggs.

Come and visit us at the School and keep in contact with us through our electronic newsletter, *Hugo's Highlights*. Or open our new electronic front door at the School's updated website (<http://hws.wichita.edu>) which should make us more accessible throughout the world. 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 Highlights, 2003-2004**

### **Instruction**

- Nineteen students were awarded the Master of Public Administration degree in winter and spring graduation ceremonies.
- Five MPA students completed the Graduate Certificate in Public Finance during the academic year.
- Eleven 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, three counties, and three nonprofit agencies completed the MiniMPA<sup>SM</sup>, a program of executive development in public administration inaugurated by faculty in 2001.
- On Hugo Wall Day in May, Mr. Matt Schlapp, MPA 98, who serves as deputy assistant to President George W. Bush and director of political affairs in the White House, was recognized by the faculty with the 2004 Alumni Award for Outstanding Public Service. Schlapp gave the keynote address, "Politics Is Not a Dirty Word," as alums, students, friends, faculty, and staff of the Hugo Wall School celebrated excellence in public service and recognized MPA graduates.

### **Research**

- Professor Mark Glaser surveyed 25,000 Sedgwick County voters on issues of community health in preparation for the *Sedgwick County Assembly: Prescription for Healthy Citizens*. Professor Joe Pisciotte compiled research for the assembly and served as lead editor for reports of the assembly. This assembly was initiated at the request of Sedgwick County officials and funded by the county and a number of community partners, including the Kansas Department of Health and Environment, Kansas Department of Social and Rehabilitation Services, University of Kansas Medical School, Via Christi Regional Medical Center, Kansas Health Foundation, Medical Society of Sedgwick County, Center for Health and Wellness, and the United Methodist Health Ministry Fund.
- Professors Hildreth, Glaser, Snyder, Wong, and Yeager presented papers at national meetings of the American Society of Public Administration, the Association for Public Budgeting and Financial Management, the Association for Public Policy Analysis and Management, the National Association of Schools of Public Affairs and Administration, the National Tax Association, the Urban Affairs Association, the Western Regional Science Association, and the Western Social Sciences Association.

- Hugo Wall School faculty contributed 30 articles, books, monographs, chapters, agency reports, and other publications during 2002-04.
- Professor Bart Hildreth continued as editor-in-chief of the *Municipal Finance Journal*, the only quarterly national journal devoted to municipal securities.

## Service

- Professors Ed Flentje and Joe Pisciotte were appointed to the Citizens Committee assisting in Wichita city manager search; Flentje served as chair of the committee. At the request of the Wichita City Council, Hugo Wall School staff, Mr. Keith Lawing, Ms. Lynne McCraw Schall, and Ms. Jo Turner, conducted nine focus groups involving Wichita citizens and Wichita city employees in support of the search.
- Ms. Lynne McCraw Schall authored, *Building Capacity: Governance and Leadership Development in Nonprofit Corporations in Sedgwick County*, in collaboration with the Governance and Leadership Development Pool Committee of the Nonprofit Chamber of Service Steering Committee.
- Professor Alfred Ho of Iowa State University gave the keynote address at the 9<sup>th</sup> Annual Midwest Regional Public Finance Conference conducted through the Kansas Public Finance Center in February. The conference drew over 100 participants to sessions on governmental accounting, budgeting, debt management, and other financial management topics.
- Mr. Chris McKenzie, executive director of the California League of Municipalities, gave the keynote address, “The Future of State-Local Relations: A View from California,” at the Winter Seminar of the Kansas Association of City/County Management.
- Mr. Mac Manning oversaw the School’s 13-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 to association members.
- Mr. Keith Lawing oversaw the School’s six-year relationship with the Regional Economic Area Partnership, an alliance of thirty-one cities and counties in south central Kansas.
- Professor Bart Hildreth and Mr. Mac Manning oversaw the School’s four-year relationship with the Kansas Government Finance Officers Association that provides professional development through two regional seminars and a fall conference for association members through the Kansas Public Finance Center.
- Ms. Lynne McCraw Schall oversaw the second year of the Nonprofit Executives Seminar, which offered six topical seminars for the heads of nonprofit agencies in Sedgwick County.
- Mr. Keith Lawing negotiated a new three-year agreement with the Kansas County Clerks’ and Election Officers’ Association to provide professional development for the Association through an annual certification institute and master academy.

- Ms. Lynne McCraw Schall oversaw the third year of the MiniMPA<sup>SM</sup>, which provided executive development in public administration to 26 local government and nonprofit managers.
- Ms. Jo Turner oversaw the development of a new Hugo Wall School website which offers an up-to-date look and makes the School more accessible to potential students, alums, friends, and constituents of the School.

## **Faculty and Staff**

- Professor Sam Yeager took sabbatical leave for the fall semester of 2003 to update, compile, and publish indexes for the *Public Administration Review* and the *Public Administration Quarterly*.
- Mr. Chris Cherches accepted appointment as “manager in residence” for the spring semester of 2004 after stepping down as city manager of Wichita for the past 18 years.
- 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 as chair of the Citizens Committee assisting in the Wichita city manager search; Professor Bart Hildreth on the Kansas Sales Tax Simplification Committee and the Wichita Public Building Commission; Professor Joe Pisciotte on the Citizens Committee assisting in the Wichita city manager search; Professor George Platt, member and president of 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.
- 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.
- In terms of University service, Professor Sam Yeager serves in the Faculty Senate and as vice-chair of the Faculty Support Committee; he also served on the Senate Library Committee; Professor Bart Hildreth represents Hugo Wall School faculty on the College Council of Fairmount College of Liberal Arts and Sciences; Professor Platt serves on the Ulrich Museum Outdoor Sculpture Committee and the University Historic Preservation Committee; and Professor John Wong serves 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 the following mission statement in 2001:

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 and responsibility in public service; (2) excellence in scholarship that expands and disseminates knowledge to audiences of academics, professionals and practitioners in government; 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.<sup>1</sup> In the mid-1940s, Wall began envisioning an academic unit that would link the University and the community. This unit 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

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<sup>1</sup> A biographical sketch of Dr. Hugo Wall is available at the Hugo Wall School website ([hws.wichita.edu](http://hws.wichita.edu)).

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 League of Kansas Municipalities, the Kansas Association of

Counties, the Kansas Association of City/County Management, the City Clerks and Municipal Finance Officers Association of Kansas, the Kansas County Clerks' and Election Officers' Association, and the Kansas Government Finance 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, 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:

- PAAdm 702: Research Methods in Public Administration
- PAAdm 710: Public Sector Organizational Theory and Behavior
- PAAdm 725: Public Management of Human Resources
- PAAdm 745: Environment of Public Administration
- PAAdm 765: Public Sector Economics
- PAAdm 802: Quantitative Methods for Public Sector Professionals
- PAAdm 865: State and Local Government Finance
- PAAdm 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 the Graduate Certificate in Public Finance as a part of their 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.

The Hugo Wall School offers two graduate certificate programs. The Graduate Certificate in Public Finance was initiated in the fall of 2001 and requires completing 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 completion of the following graduate-level courses: planning process, urban land development, urban economics, and state and local economic development. 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 or economic development. Completion of the graduate certificate is recognized on the student's official university transcript.

Since 1974, 365 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
Total Degrees Awarded	365

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.

Nineteen 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:

<b>MPA Graduates</b>	<b>Current Placement/Status</b>
Ryan R. Adkison	management intern, Finance Department, City of Wichita
Stacey M. Brewer	performance management coordinator, United Methodist Youthville, Newton, Kansas
Daniel J. Bryan	research analyst, Kansas Health Institute, Topeka, Kansas
Jay D. Davis	social worker, Kansas Department of Social and Rehabilitation Services, Salina, Kansas

Luciana Espinar	management analyst, City of Northglenn, Colorado
Mandy L. Flower	residential supervisor, Heartspring, Wichita
Brian A. Garrels	city administrator, Eureka, Kansas
Kelli A. Glassman	management intern, Office of the City Manager, City of Wichita
Karen A. Hasting	tech prep coordinator, Butler County Community College
Brandon A. Kauffman	neighborhood assistant, City of Wichita
Joshua A. Lewis	police officer, Police Department, City of Wichita
Sean M. Milleson	intern, City of Valley Center
Robert R. Noland	district director, U.S. Congressman Todd Tiahrt
Tori L. Ochs	management intern, Water and Sewer Department, City of Wichita
Felany M. Opiso	performance auditor, Kansas Legislative Post Audit
Janice E. Redd	in transition
Lillie M. Scruggs	in transition
John D. Speer	lieutenant, Police Department, City of Wichita
Darcy A. Weaver	education and outreach coordinator, Planned Parenthood of Kansas and Mid-Missouri

During the 2003-04 academic year the Graduate Certificate in Public Finance was completed by the following MPA graduates: Ryan Adkison, Jay Davis, Luciana Espinar, Katherine Knox, and Felany Opiso.

**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 \$7,500 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, eleven students served as graduate assistants for all or part of the year. Those students were:

Ryan Adkison	Sheena Lynch
Rebecca Bellinger	Tori Ochs
Daniel Bryan	Felany Opiso
Kelli Glassman	Jill Rankin
Misha Jacob	Travis Smith
Brandon Kauffman	

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, fellowship awards were made to the following students:

**Hugo Wall Fellows**

Ryan Adkison  
Daniel Bryan  
Kelli Glassman  
Darcy Weaver

**George Pyle Fellow**

Rebecca Bellinger

**George Van Riper Fellows**

Felany Opiso  
Jason Post

**Mike Hill Fellow**

Scott Moon

Additionally, as a result of a state-wide competition, Brandon Kaufman was awarded the *Virgil A. Basgall Scholarship* for the 2002-2003 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:

**Leadership Development.** Faculty and staff occasionally offer leadership development workshops in response to requests of local governments. Twenty-nine county commissioners participated in the following workshop sponsored by the Kansas Association of Counties and offered by the Hugo Wall School faculty:

- “A Reform Agenda for Kansas County Government,” Advanced Leadership Academy for County Commissioners, Wichita (January 30, 2004)

**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:

- Strategic planning retreat for Board of Directors, Starkey, Inc. (September 6, 2003)
- Planning retreat for Project Access (September 18, 2003)
- Focus groups in preparation for *Sedgwick County Assembly: Prescription for Healthy Citizens* (September 29 and 30, October 1, 2003)
- Strategic planning retreat for the Kingman City Commission (October 25, 2003)
- Goal-setting sessions on water resources for Regional Economic Area Partnership (October 30 and December 5, 2003)
- Focus groups assisting with city manager search for Wichita City Council (December 15-17, 2003)
- Strategic planning retreat for the Sumner County Economic Development Commission (January 27, 2004)
- Strategic planning retreat for the Hiawatha City Commission (February 7, 2004)
- Breakout groups for the *Sedgwick County Assembly: Prescription for Healthy Citizens* (March 12, 2004)
- Strategic planning retreat for the Mulvane City Council (May 3, 2004)

**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 75 city and county managers participated in the following seminars conducted by the Center in the past year:

- “New Frontiers of Local Government Reform” (September 5, 2003)
- “What a Run! Reflecting on 18 years in Wichita” (December 12, 2003)
- “Regulating Smokers - An Emerging Issue for Managers” (May 14, 2004)

**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. This past year the Center organized the *Sedgwick County Assembly: Prescription for Healthy Citizens*, which was held on the Wichita State University campus, March 12-13, 2004. Over 175 Sedgwick County citizens from diverse professional, economic, and social backgrounds participated in discussing issues of community health and formulating strategic directions for the community. These discussions resulted in a “Sense of the Assembly” which was presented to local and state officials and distributed publicly.

**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 coordinate the annual spring conference of the Association. The certification institute consists of 100 clock hours divided into three annual classes (years 1, 2, and 3) of approximately 33 clock hours each. 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, 80 city clerks and staff from city clerk offices in Kansas completed professional development through the certification institute; an additional 94 city clerks completed the master academy; and 176 city clerks and municipal finance officers attended the spring conference. These programs were scheduled as follows:

- Kansas/IIMC Municipal Clerks Certification Institute (November 3-7, 2003)
- “Disaster at City Hall - Are Your Records Ready?” Master Academy (November 6-7, 2003)
- International Institute of Municipal Clerks Region VII Conference (December 4-6, 2003)
- “Celebrate Kansas,” Spring Conference (March 9-12, 2004)

In addition to the Center’s ongoing assistance to the City Clerks and Municipal Finance Officers Association of Kansas, the Center managed the annual International Institute of Municipal Clerks Region VI conference attended by 46 city clerks from Kansas, Missouri, and Illinois. Also, the Center sponsors periodic workshops for city clerks in the region. One workshop on human resources was conducted (April 23, 2004) this past year.

**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-clock-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, more than 92 county clerks have earned the certificate. In 1998, the association requested continuing education for certified county clerks, and the Center designed and developed the Sanborn Master Academy. This past year the 2004 Sanborn Master Academy, held on May 11 in Wichita, was attended by 48 county and deputy county clerks.

**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, but also 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, over one hundred public finance professionals participated in the Ninth Annual Midwest Public Finance Conference, which offered:

- “Fundamentals of Governmental Accounting,” six-hour, pre-conference session (postponed February 18, 2004; rescheduled April 21, 2004)
- “Best Practices in Budgeting,” four-hour, pre-conference session (February 19, 2004)
- Sessions on “Citizen-Initiated Performance Assessment,” and “Improving Your Bond Ratings,” and four concurrent training tracks on accounting and auditing, budget, and financial management (February 19-20, 2004)

The Kansas Public Finance Center also sponsored “Replay of the 8<sup>th</sup> Annual Governmental GAAP Update, GFOA Satellite Video Conference” (February 19, 2004).

**MiniMPA<sup>SM</sup>.** 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 MiniMPA<sup>SM</sup> that provides executive development in public administration to public and nonprofit managers in the region. The MiniMPA<sup>SM</sup> 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, three counties, and three nonprofit agencies completed the program; two of the participants also completed extra requirements to receive academic credit. A total of seventy-two professionals

representing twelve cities, four counties, and four nonprofit organizations have been awarded the MiniMPA<sup>SM</sup> since its inception.

**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-one city and county governments in south central Kansas, specifically in Butler, Cowley, Harvey, 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. The Center for Urban Studies continues to assist REAP in 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 (KACM) 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 agreed to conduct the winter seminar on an annual basis in Wichita. On January 23, 2004, fifty-five city and county managers participated in the winter seminar titled, "The Future of Local-State Relations: A View from California." Mr. Chris McKenzie, executive director of the California League of Cities, presented the keynote address and participated in panel discussions with public sector professionals.

**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 conduct regional workshops and an annual conference for the Association. This past year over two hundred public finance professionals participated in the following workshops conducted for Kansas Government Finance Officers Association by the Kansas Public Finance Center:

- "Managing Debt in Difficult Times," four-hour seminar (Salina: September 12, 2003)
- Annual conference including sessions on: A-Z's of Cash Management; Financial Implications of Human Capital; A-Z's of Debt Management; The 04 Budget Is History, Do You Have a Crystal Ball for 05?; State of the State Budget; Streamlined Sales Tax Project; STAR Bond Program - A New Beginning?; and KPERS - How Is the Fund Surviving the State Fiscal Crisis? (Overland Park: October 23-24, 2003)

**Workforce Alliance of South Central Kansas.** The Center for Urban Studies has assisted the City of Wichita with technical assistance and oversight in the use of federal funds earmarked for job training since the early 1980s. With the enactment of the Workforce Investment Act of 1998, the Workforce Alliance of South Central Kansas 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 the 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. Six Friday afternoon seminars were conducted in 2002-03; this past year over 80 professionals, including 45 agency heads and their staff, participated in the six seminars offered, specifically:

- “Government Contracts: Lessons Learned from the Privatization of Kansas Child Welfare” (September 19, 2003)
- “Health Insurance Portability and Accountability Act of 1996” (October 17, 2003)
- “Health Insurance Options for Employees of Nonprofit Agencies” (November 21, 2003)
- “Information Technology for Nonprofit Agencies” (January 16, 2004)
- “Organizational Effectiveness in Nonprofit Agencies” (February 20, 2004)
- “Update on the Legal Implications of Current Trends and Issues for Nonprofit Agencies in Kansas” (March 9, 2004)

#### **Faculty Publications, 2002-04**

Fisher, Glenn W. “Brauhaus.” *Sheridan Edward Review*, Volume 11, 2003: 55-58.

Fisher, Glenn W., *Not to Reason Why: The Story of a One-Eyed Infantryman in World War II*. Philadelphia: Xlibris, 2002.

Flentje, H. Edward, “The Changing Role of Governors as Chief Administrators,” in *Encyclopedia of Public Administration and Public Policy*, Jack Rabin, editor. New York: Marcel Dekker, Inc. 2003.

Flentje, H. Edward, editor, *Selected Papers of Governor Mike Hayden: Advancing a Progressive Agenda*. Wichita, KS: Hugo Wall School of Urban and Public Affairs, Wichita State University, 2002.

Glaser, Mark A., Nancy McCarthy Snyder, Daniel J. Bryan and Maggie E. Flanders, *Needs Assessment: A Survey of Community Stakeholders, Seward County United Way*. Wichita, KS: Hugo Wall School of Urban and Public Affairs, Wichita State University, 2003.

Glaser, Mark A., Lee E. Parker and Hong Li, “Community of Choice or Ghetto of Last Resort: Community Development and the Viability of an African-American Community.” *The Review of Policy Research*, 20 (3) 2003.

- Glaser, Mark A., Maria P. Aristigueta and David Miller, "Willingness to Pay for Capital Investments in Public Education: The Mitigating Influence of Community and Enlightened Self-Interest." *Public Integrity*, 6 (1) 2003-4.
- Glaser, Mark A. and Misty Bruckner, *An Internal Examination of Community Policing: Perceptions of Personnel*. Wichita, KS: Hugo Wall School of Urban and Public Affairs, Wichita State University, 2002.
- Glaser, Mark A., Janet Vinzant Denhardt and Linda K. Hamilton, "Community v. Self-Interest: Citizen Perceptions of Schools as Civic Investments." *Journal of Public Administration Research and Theory*, Volume 12 (1), 2002.
- Hildreth, W. Bartley and Bruce Seaman, "Deregulation of Utilities: A Challenge and an Opportunity for State and Local Governments" *State and Local Finances Under Pressure*. New York: Edward Elgar Publishing, Ltd., 2003.
- Hildreth, W. Bartley and John D. Wong, *State and Local Government Capital Improvement Planning and Budgeting*. Austin, TX: Sheshunoff Information Services, 2002 and 2003 updates.
- Hildreth, W. Bartley and John D. Wong, *State and Local Government Public/Private Partnerships*. Austin, TX: Sheshunoff Information Services, 2002 and 2003 updates.
- Hildreth, W. Bartley and Charles Mecimore, *State and Local Government Budgeting Practices Handbook*. Austin, TX: Sheshunoff Information Services, 2002 and 2003 updates.
- Hildreth, W. Bartley, editor, *Municipal Finance Journal*, Volume 23 (4), Volume 24, (1) and Volume 24 (2). Panel Publishers, Inc., 2003.
- Hildreth, W. Bartley, *State and Local Government Debt Issuance and Management Service*. Austin, TX: Sheshunoff Information Services, 2002 and 2003 updates.
- Hildreth, W. Bartley and John D. Wong, "The Theme of Public Finance in the Amusement Park Industry," in *Proceedings of the 95th Annual Conference of the National Tax Association*. Washington, D.C.: National Tax Association, 2003.
- Hildreth, W. Bartley and Aman Khan, editors, *Case Studies in Public Budgeting and Financial Management*, Second Edition. New York, NY: Marcel Dekker, Inc., 2003.
- Hildreth, W. Bartley, contributing editor, *Encyclopedia of Public Administration and Public Policy*, New York, NY: Marcel Dekker, Inc., 2003.
- Hildreth, W. Bartley and Gerald J. Miller, "Debt and the Local Economy: Problems in Benchmarking Local Government Debt Affordability" in *Public Budgeting & Finance*, 22:4 (Winter 2002), 99-113.

- Hildreth, W. Bartley and Aman Khan, editors, *Budget Theory in the Public Sector*. Westport, CT: Greenwood Publishing, 2002.
- Platt, George M., "Possess Thou the West and the South: The Frontiers of Reverend Joseph Homer Parker," *Journal of Eastern Townships Studies*, Spring 2003 (No. 22).
- Platt, George M., "Claude Hendrix: Scape-Goat or the Ninth Man Out?" in *The Cooperstown Symposium on Baseball and American Culture*, William M. Simons, editor. Jefferson, North Carolina and London: McFarland & Company, 2002.
- Snyder, Nancy McCarthy, "The Property Tax and Public Education: Are State-Initiated Property Tax Cuts Sustainable?" *Journal of Public Budgeting, Accounting and Financial Management*, (4), Winter 2003.
- Snyder, Nancy McCarthy, "Contracting for Social Services," in *Encyclopedia of Public Administration and Public Policy*, Jack Rabin, editor. New York: Marcel Dekker, Inc. 2003.
- Wong, John D., *Review of the City of Derby, Kansas Retail Sales and Local Sales Tax Trends*. Derby, Kansas: City of Derby, 2003.
- Wong, John D., "Time Value of Money," in *Encyclopedia of Public Administration and Public Policy*, Jack Rabin, editor. New York: Marcel Dekker, Inc. 2003.
- Wong, John D., *The Governor's Economic and Demographic Report: 2001-2002*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2002.
- Wong, John D., *The Governor's Economic and Demographic Report: 2002-2003*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2003.
- Wong, John D., "Introduction: Symposium on Revenue Challenges, Practices and Trends for the New Millennium, Part I," *Journal of Public Budgeting, Accounting, and Financial Management*, (4), Winter 2003.
- Wong, John D. and W. Bartley Hildreth, "Revenue Forecasting in the Land of Envy" in *Public Administration: Cases in Managerial Role-Playing*, Robert P. Watson, editor. New York: Addison Wesley Longman, 2002.

### **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 5, 2003)
- Annual WSUMA Dinner at ICMA (September 23, 2003)

- Annual Christmas Open House (December 12, 2003)
- Hugo Wall Day (May 7, 2004)
- MPA Celebration of Excellence (May 7, 2004)

At the MPA Celebration of Excellence, the nineteen individuals graduating from the Master of Public Administration degree program over the past year were honored, and Mr. Matt Schlapp, director of political affairs and deputy assistant to President George W. Bush, was awarded the 2004 Alumni Award for Outstanding Public Service.

### **Alumni Updates**

**Leonard Biggs, MPA 94**, graduated from the Greenbush Leadership Academy, which focuses on current issues in education for aspiring school administrators. His graduate certificate was awarded by Dr. Andy Tompkins, Commissioner of Education for the State of Kansas.

**Cynthia Crawley-Canova, MPA 95**, was recognized as “Auditor of the Year” by the Tulsa chapter of the Institute of Internal Auditors. Crawley-Canova serves as certified internal auditor for CITGO Petroleum Corporation in Tulsa.

**John Dudte, MPA 00**, accepted appointment as director of Emergency Health Sciences at George Washington University in Washington, D.C., effective April 1, 2004. In this position, he will have responsibility for overseeing the training of paramedics and emergency medical technicians through continuing education and baccalaureate preparation. Dudte has served as director of Emergency Service Education at Wichita State University for the past three years.

**Maggie Flanders, MPA 03**, accepted appointment as director of the home ownership program with Community Housing Services, effective April 14, 2004. During the previous year Flanders had served as a management intern with the Wichita Water and Sewer Department.

**Brian Garrels, MPA 04**, accepted appointment as city administrator of Eureka, Kansas, effective January 12, 2004. Garrels served as a management intern in the Office of City Manager, Wichita, the previous year and graduated in May.

**Kelli Glassman, MPA 03**, accepted appointment as a management intern in the Office of City Manager, Wichita, effective January 2, 2004. Glassman was as a graduate assistant in the Center for Urban Studies from 2001-2003.

**Aaron Hamilton, MPA 03**, accepted appointment as senior recruitment coordinator in the Office of Admissions, Wichita State University, effective August 18, 2003. Hamilton had served as neighborhood assistant for Wichita City Council District IV, City of Wichita, for the previous two years.

**Tamara Johnson [Emerson], MPA 98**, reported that her firm, Proverbs Consulting, launched “Proverbial Notes,” an e-newsletter that provides small-business owners and independent consultants with recent developments in information technology and systems, strategic planning,

project management, finance, and public relations. Johnson relocated to the Dallas area in 1999 and serves as senior consultant to her firm.

**Shaunna Johnson, MPA 99**, accepted appointment as city administrator of Waite Park, Minnesota, effective March 15, 2004. Johnson had worked for the City of El Dorado since 1999, most recently as director of planning and human resources.

**Curtis Kirkpatrick, MPA 00**, was promoted to administrative officer in charge of voter registration in the Sedgwick County Election Office. Kirkpatrick joined the staff of the Election Office in December 2003.

**Hong Li, MPA 03**, accepted a position as Chinese translator and administrative specialist for Primus International, in the spring of 2004. Primus International manufactures component parts for the aerospace industry and is building manufacturing facilities in China; the company is headquartered in the State of Washington and has a division in Wichita.

**Sammi Mangus, MPA 99**, accepted appointment as economic development specialist for the city of Phoenix, Arizona, effective July 14, 2003. Mangus had served as assistant to the city manager in Manhattan, Kansas, since 2000 and prior to that served as a management intern in the city of Glendale, Arizona.

**Sean Milleson, MPA 04**, accepted an internship with I.D. Creech, city administrator of Valley Center, effective February 24, 2004.

**Scott Moore, MPA 99**, who serves as city administrator of the City of Ellsworth, was recognized as “Citizen of the Year” at the annual banquet of the Ellsworth-Kanopolis Area Chamber of Commerce. In this recognition Moore was described as follows: “He’s the quietest mover and shaker you’ll ever meet. He has been at the center of extremely sensitive issues and has handled them with the grace of a seasoned diplomat, and his low-key approaches are his trademarks in this community.” Moore has served as city administrator in Ellsworth since 1997.

**Kaye Monk-Morgan, MPA 96**, has been honored as a community role model by inclusion in “40 Under 40,” an annual recognition by the *Wichita Business Journal* of 40 Wichitans who have the opportunity to make a lasting impact on the Wichita community. Monk-Morgan currently serves as director of Upward Bound Math and Science Regional Center at Wichita State University.

**Howard Partington, MUA 76**, was presented the Buford M. Watson, Jr. Award for Excellence in Local Government Administration at the 2003 fall conference on the Kansas Association of City/County Management in Kansas City. The annual award established in 1988 places Partington among a select list of Kansas managers honored for excellence in the profession of city management. Partington has served as city administrator of Great Bend since 1981.

**Susan Penner, MPA 90**, authored a new textbook, *Introduction to Health Care Economics and Financial Management*, published by Lippincott Williams & Wilkins. The text presents basic concepts of economics and tools for financial management in health care including budgeting, financial analysis and reporting, business plan preparation, and grant writing. Penner does consulting, writing, and researching in the San Francisco area.

**Brian Silcott, MPA 00**, city manager of Sterling, Kansas, was called to active military duty in Iraq as a member of the 194th Infantry Detachment Reserve Airborne Long Range Surveillance. Silcott stepped out of his current position on December 12, 2003, and expects to resume as city manager at the end of his tour of military duty.

**Kelly Snyder, MPA 00**, accepted appointment as project leader for State and Local Government Solutions, Inc., which operates adult and dislocated worker programs for the Workforce Alliance of South Central Kansas in Wichita, effective April 12, 2004. State and Local Government Solutions, Inc., is a division of ACS, the largest provider of workforce services in the U.S. For the past seven years Snyder has served in executive assignments with nonprofit agencies delivering services to developmentally disabled, specifically Martin Luther Homes which in 2003 merged into Mosaic.

**Kathleen VonAchen, MPA 88**, formed a consulting firm, Budget Partners L.L.C., which operates out of Denver, Colorado. The new firm assists smaller local governments in budget development, strategic planning, and decision making. VonAchen served as budget director of the city of Aspen, Colorado, prior to initiating this new venture.

**Joe Yager, MPA 00**, accepted appointment as a budget analyst with the City of Wichita, effective October 20, 2003. Since 2000, Yager served as a financial management analyst with the City of Lawrence, Kansas.

**Charles Young, MPA 97**, started Public Finance Group, a new business located in Wichita which provides financial advisory services to local governments. Young maintains an affiliation for underwriting with U.S. Bancorp/Piper Jaffray in Kansas City. Young had previously been engaged in financial advisory and underwriting services for Froggatte & Company Capital Corporation in Wichita.

## **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.

**John D. Wong, Associate 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, & society, Northeastern University, 1990; J.D., Washburn University, 1986; M.A., Wichita State University, 1984; B.B.A., 1982.

**Samuel J. Yeager, Professor and Graduate Coordinator.** 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,** County Manager, Sedgwick County, Kansas. M.P.A., Kent State University, 1968.

**Chris Cherches,** Manager in Residence (spring semester, 2002), Hugo Wall School of Urban and Public Affairs, Wichita State University. M.P.A., University of Kansas, 1958.

**Joe J. Palacios,** City Manager, City of Hutchinson, Kansas. M.U.A., Wichita State University, 1976.

**Norman D. Williams,** Chief of Police, City of Wichita, Kansas. M.P.A. Wichita State University, 2000.

## **Emeriti Faculty**

**Clark D. Ahlberg, President and University Professor Emeritus.** Came to WSU in 1968; retired as president and joined public administration faculty in 1983; Ph.D. in political science, Syracuse University, 1951; A.B., Wichita University, 1939.

**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**

**Keith A. Lawing, Public Affairs Associate.** Joined staff in 1999; staff liaison with the Regional Economic Area Partnership and special projects; M.P.A., Wichita State University, 1998; B.A., University of Kansas, 1990.

**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.

**Lynne McCraw Schall, Public Affairs Associate.** Joined staff in 1991; provides management oversight for the School's leadership, executive, and supervisory development programs for local government staff and elected officials; M.P.A., Clark University, 1979; B.A., University of Oklahoma, 1977.

**Jonelle Turner, Associate Director for Administration and Finance.** Joined staff in 1984; directs the School's administrative activities and provides financial management oversight for the School; M.P.A., Wichita State University, 1993; B.S., Southwestern College, 1974.

## **Administrative Staff**

**Melissa J. Calloway, Administrative Assistant.** Joined staff in 1997; provides administrative support for service activities offered through the Center for Urban Studies.

**Sharon Collins, Administrative Specialist.** Joined staff in 2000; provides support for the M.P.A. degree program, Hugo Wall School, and activities of the Government Finance Officers Association.



## Contributors

The work of the Hugo Wall School of Urban and Public Affairs would not be possible without the contributions of Wichita State University faculty and staff and others in the community and throughout Kansas and the nation. These individuals have made important contributions to the community service mission of the Hugo Wall School over the past year.

### Wichita State University Faculty and Staff

Les Anderson, Associate Professor, Elliot School of Communication  
Donald Beggs, President  
Randy Brown, Senior Fellow, Elliott School of Communication, and Advisor, *Sunflower*  
Lisa Dodson, Director, Southside Education Center  
Dryw Dworsky, Intern, Counseling and Testing Center  
Philip Gaunt, Professor, Elliott School of Communication, and Executive Director, WSU-LINK  
Marsha A. Gladhart, Assistant to Associate Dean, College of Education  
Susan Hendrich, Clinical and Forensic Psychologist Training Coordinator, SRS Training and Resource Support for Me, Counseling and Testing Center  
Kerry Jones, English Instructor and Director of the Writing Center  
Alison McKenney Brown, Assistant Professor, School of Community Affairs  
Connie Morris, Instructor, Elliott School of Communication  
Nan Porter, Retired Group Coordinator, Counseling and Testing Center  
Marguerite Schmidt, Application Training Coordinator, Computing Center  
Keith Williamson, Associate Professor, Elliott School of Communication  
Peter Zoller, Associate Vice President for Academic Affairs/Chief Information Officer

### Contributors from the Community and Region

Charlene Abell, City Clerk, City of Beloit  
Mel Abbot, Field Representative, Kansas Public Employees Retirement System (KPERs), Salina  
Ron Ahsmuhs, City Clerk/Director of Finance, City of Newton  
Matt Allen, Assistant City Manager, City of Garden City  
Rod Barnes, City Manager, City of Junction City  
John R. Bartle, Associate Professor, Department of P.A., University of Nebraska at Omaha  
Jeanine Bateman, County Treasurer, Marion County  
Dr. Terry Behrendt, Grants & Development Administrator, USD 259, Wichita  
Carol Bloodworth, City Administrator, City of Maize; President, KACM  
Lorraine Dold Bockorny, President/CEO, Rainbows United, Inc.  
Jean Botkin, Vice President, Legacy Bank, Colwich  
Linda L. Bowles, Tax Specialist, Kansas Department of Revenue, Wichita  
Shawne Boyd, Director of Human Resources, City of Derby  
James Breeding, Associate Director, Standard & Poor's, Dallas

Roderick L. Bremby, Secretary, Kansas Department of Health and Environment  
 Jeffrey Bridges, Jr., City Administrator, City of Andover  
 Judy Brigham, Director of Finance, City of Iola; Vice President, CCMFOA of Kansas  
 Diana K. Brooks, City Clerk, City of Colwich  
 Dana Brown, District Advisory Board Coordinator, City of Wichita  
 Steve Brunkan, Financial Economist, Department of Revenue, State of Kansas  
 Lt. Colonel Burks, Southeast High School, JROTC Color Guard, Wichita  
 Kate Carney, Graduate Student, Department of Political Science, University of  
 Oklahoma, Norman, Oklahoma  
 Kelly Carpenter, Acting Director of Finance, City of Wichita  
 Brenda Chance, City Clerk, City of Phillipsburg, and Secretary, CCMFOA of Kansas  
 Marilyn Chapman, Retired County Election Commissioner, Sedgwick County  
 Chris Chronis, Chief Financial Officer, Sedgwick County  
 Deborah Clark, Director of Finance, City of Bel Aire  
 Diane K. Clay, City Clerk/Municipal Court Clerk, City of Fort Scott  
 Gus Collins, Director of Finance, City of El Dorado  
 I. D. Creech, City Administrator, City of Valley Center  
 Debra Daily, Assistant Director of Finance, City of Manhattan  
 Robert Day, Director of the Governor's Office of Health Planning, Topeka  
 Glenn Deck, Executive Director, Kansas Public Employees Retirement System (KPERS)  
 Kelly DeMeritt, Finance Officer, City of Atchison  
 John Devine, Director of Government Programs, Laserfiche, Long Beach, California  
 Allen Dinkle, City Manager, City of Hoisington  
 S. Edwards Dismuke, MD, MSPH, Dean and Professor, University of Kansas School of  
 Medicine-Wichita  
 Jill Docking, Vice President of Investments, A.G. Edwards and Sons, Inc., Wichita  
 Justin Dragosani-Brantingham, Government Records Archivist, Kansas State Historical  
 Society  
 Carol Ebdon, Assistant Professor, Department of Public Administration, University of  
 Nebraska at Omaha  
 Larry Emig, Chief of Bureau of Local Projects, Kansas Department of Transportation,  
 Topeka  
 Fred Ervin, Owner/C.E.O., Ervin & Associates  
 Aimee L. Franklin, Associate Professor, Department of Political Science, University of  
 Oklahoma, Norman, Oklahoma  
 Rod Franz, Director of Finance, City of Salina  
 Curtis Freeland, City Manager, City of Arkansas City  
 Bill Gale, County Election Commissioner, Sedgwick County  
 Richard Gale, City Administrator, City of Bel Aire  
 Rick Gallagher, Director of Technology, Catholic Diocese of Wichita  
 Stephan J. Gauthier, CPA, Director of the Technical Services Center for Government  
 Finance Officers Association, Chicago, Illinois  
 Gary L. George, CPA, George, Bowerman, Osborn Company, P.A.  
 Patty Gerwick, City Clerk, City of Mulvane  
 Robert Gibson, Director of Instructional Technology, Friends University

Debbie Giskie, City Clerk, City of Liberal; President, CCMFOA of Kansas  
Andrew Glassberg, Professor and Director, Public Policy Administration, University of  
Missouri-St. Louis  
Sandy Glessner, Treasurer, USD 378, Riley County  
William J. Goering, Mayor, City of McPherson  
Duane Goosen, Director, Division of the Budget, Department of Administration,  
State of Kansas  
Jack Graham, Dulaney, Johnston and Priest Insurance  
Terry Gray, Personnel Director, City of Winfield  
John Haas, President, Ranson Municipal Consultants, L.L.C., Wichita  
Shelly Hammond, Senior Manager of Assurance Services, Allen, Gibbs & Houlik  
Ben Hart, Chief Financial Officer, United Government of Wyandotte County and Kansas  
City  
Karen Hartenbower, County Clerk, Lyon County  
Larry Hatteberg, Anchorman, KAKE-TV, Wichita  
Bernie Hayen, Chief Financial Officer, City of Manhattan  
Dennis Hays, County Administrator, Wyandotte County/Kansas City, Kansas  
Unified Government  
Michael Heim, Attorney, Kansas Legislative Research Department  
Jim Heinicke, City Manager, City of Newton  
Les Henderson, Gas Utility Operator, Gas Department, City of Iola  
Cheryl Lyn Higgins, Executive Vice-President/Chief Executive Officer,  
McPherson Chamber of Commerce  
Mark Hinkle, Chief of Police, City of Colwich  
Kevin Hiskey, Assistant Director of Finance, Johnson County  
Dr. Alfred Ho, Project Coordinator, Iowa State University  
Paula Holle, City Clerk, City of Marysville  
Kevin Hornung, Administrator, Municipal Investment Pool, State of Kansas, Topeka  
Dennis Howard, Director of Finance and Administration for the Department of  
Infrastructure and Transportation, Johnson County  
Becky Hughes, Director, Campus High School Pep Band, Haysville  
Frances Jackson, Executive Director, Youth Development Services, Inc., Wichita  
Pam Jackson, Finance Officer, City of Spring Hill  
Sandy Jacquot, General Counsel, League of Kansas Municipalities, Topeka  
Perry Johnson, PJ's Creative Factory, Wichita  
William H. Johnson Jr., County Administrator, Butler County  
Allison Jones, Government Entities Specialist, Federal, State, & Local Government,  
Internal Revenue Service, Wichita  
James M. Kaup, Attorney at Law, Topeka  
Karen Keehn, CPA, Berberich, Traham & Co., P.A., Topeka  
Steve Kelly, Deputy Secretary/Director of Business Development, Department of  
Commerce, State of Kansas  
Karen Kindel, Accountant II, City of Overland Park  
Patricia King, Personnel Technician, City of Winfield

Jeffrey Koplan, Vice President for Academic Health Affairs, Robert W. Woodruff Health Sciences Center, Emory University  
 Ken Kriz, Assistant Professor, Department of Public Administration, University of Nebraska at Omaha  
 Bob Lampert, President, First National Bank, Beloit  
 Carolyn LaMunyon, Dulaney, Johnston and Priest Insurance  
 Kevin Law, Galaxie Business Equipment, Inc., Winfield  
 Ken Lerman, Business Owner and Consultant, Wichita  
 Jerry Lovett-Sperling, City Clerk, City of Lindsborg  
 Marietta Lucas, City Clerk, City of Chapman  
 Karen Lunblade, Professional Web Designer, Wichita  
 Michele Lundy, Executive Vice-President, Tampa State Bank, Marion  
 Susan Whitfield Lungren, Attorney at Law, Lindsborg  
 John Madden, Humorist, Author, and Trainer, Wichita  
 Renfeng Ma, Budget Director, Sedgwick County  
 David Manzer, Sales Coordinator, SKT Business Communication Solutions, Wichita  
 Janie Massoth, City Clerk, City of Yates Center  
 Roger Matthews, Risk Management Agency, U.S. Department of Agriculture, Kansas City, Missouri  
 Michael Mayta, Information Technology Development Manager, City of Wichita  
 Carol McBeath, City Clerk, City of Haysville  
 Pam McCutcheon, Professional Organizer, The Clutter Cutter, Wichita  
 James McFadden, Senior Vice-President for Compliance and Privacy, Via Christi Health Systems  
 Christopher McKenzie, Executive Director, League of California Cities  
 Kaye L. Meyer, Director, Instructional Technology, Butler County Community College, El Dorado  
 Mary Moon, Workforce Development Director, Butler County Community College, El Dorado  
 Ernest Mosher, Retired Executive Director, League of Kansas Municipalities  
 Bill Moyer, Director of Recreation, City of Hutchinson  
 Darren Muci, Division Director, Operations, USD 259, Wichita  
 Mike Mueller, Employment Manager, Sedgwick County  
 Ed Mullins, Director of Finance, City of Lawrence  
 Bob Myers, City Attorney, City of Newton  
 Eric S. Namee, Attorney at Law, Hinkle Elkouri Law Firm L.L.C., Wichita  
 Linda Nash, Author, Resilience Strategies, St. Louis, Missouri  
 Paul Noland, Moody's, Chicago, Illinois  
 Joe Norton, Partner, Gilmore & Bell, P.C.  
 Tim Norton, Board of Sedgwick County Commissioners  
 Joseph O'Keefe, Senior Director, Fitch IBCA, Chicago, Illinois  
 Don Osenbaugh, Director of Finance & Field Services, League of Kansas Municipalities  
 Mike Padilla, Chief Enforcement Manager, Alcohol Beverage Control, State of Kansas, Topeka  
 Larry Paine, City Manager, City of Concordia

Lee Parker, City Attorney, City of Bel Aire  
Jean Payne, City Clerk/Service Manager, City of Garden City  
Kathy Peckman, County Clerk, Miami County  
Nannette Pogue, Finance Director/City Clerk, City of Dodge City  
Michael Press, County Manager, Johnson County  
Dennis Quiring, Risk Manager, City of Newton  
Kathy Raney, City Clerk, City of Rose Hill  
Robert Reece, County Administrator, Pottawatomie County  
David O. Renz, Professor and Director, Midwest Center for Nonprofit Leadership,  
University of Missouri-Kansas City  
Donna Resz, Accountant II, City of Overland Park  
Karen Rhodes, Director of Budget and Research, City of Plano, Texas  
Diane Rosecrans, City Clerk, City of Winfield  
Matt Schlapp, Deputy Assistant to President George W. Bush and Director of Political  
Affairs  
Rhonda Schuetz, City Clerk, City of Hiawatha  
Dave Scott, Manager of Finance & Accounting, City of Overland Park  
Christopher Shank, Dulaney, Johnston and Priest Insurance  
Tom Singleton, Lowenthal, Singleton, Webb, & Wilson, Lawrence  
Steve Spade, Purchasing Agent, South Central Kansas School Purchasing Association,  
Girard  
Kristy Stallings, Director of Finance and Budget and Administration,  
City of Overland Park  
Sarah Steele, Attorney, Gilmore and Bell  
Linda Swan, Youth Initiative Coordinator, El Dorado  
Scott Teeselink, Crime Prevention Specialist, Topeka  
Jo Templin, Director of Human Resources, Sedgwick County  
Patrick Terry, Superintendent, USD 358, Andover  
Ken Thornton, Facilities Director, O.E.I. Facilities Inc., Independence, Missouri  
Kurt Thurmaier, Professor and Director, Public Policy & Administration Program,  
Department of Political Science, Iowa State University  
Jenny Thrush, Assistant to the City Manager, City of Derby  
Deryl Treff, Director of Investments, Municipal Investment Pool, State of Kansas,  
Topeka  
Paul N. Uhlig, MD, Surgery Department, Dartmouth University  
Mark Utech, President, Commerce Bank, El Dorado  
John Valusek, Retired Staff Psychologist, Wesley Medical Center  
Ross VanderHamm, City Clerk/Deputy City Manager, City of Hutchinson  
Rick Voisin, Court Clerk, City of Towanda  
Phyllis Walton, City Clerk, City of Atchison; IIMC Director, Region VII  
Mary Jo Walz, City Clerk, City of Ellis, Treasurer, CCMFOA of Kansas  
Carolea Wellen, City Clerk, City of Elkhart  
Aaron Wells, Dulaney, Johnston and Priest Insurance  
Gary Wells, Gas Technician, Gas Department, City of Iola  
Pam Welsh, Yoga Instructor, North YMCA, Wichita

Robert West, Partner and Member, Employment and Employee Benefits Practice Group,  
Stinson Morrison Hecker, LLP, Kansas City, Missouri  
Bruce White, Government, Senior Records Analyst, NARA - Central Plains Region,  
Kansas City, Missouri  
Jim Wilson, Enforcement Agent, Alcohol Beverage Control, State of Kansas, Topeka  
Tom Winters, Chairman, Board of Sedgwick County Commissioners  
Linda Wood, City Controller, City of Topeka  
David L. Yearout, Planning Consultant, Baughman Company  
Hannes Zacharias, Assistant County Manager, Johnson County  
Nancy Zielke, Assistant Vice Chancellor of Fiscal Operations, University of Missouri,  
Kansas City, Missouri