

***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, 2002 - June 30, 2003**

July, 2003

Dear Friends of the Hugo Wall School:

With this report the Hugo Wall School of Urban and Public Affairs completes its fourth year as the academic home for the Master of Public Administration degree, the Center for Urban Studies, and the Kansas Public Finance Center, a period of stability as well as fundamental change.

This year began with the good news that the Master of Public Administration degree was granted formal accreditation by the National Association of Schools of Public Affairs and Administration. Accreditation recognizes that the degree program conforms with national standards and stands for a seven-year period, through 2009. Congratulations are in order particularly for faculty and staff who contributed throughout a two-year accreditation process, as well as University officers, students, alums, and constituents of the school who assisted.

Enrollment in the masters degree continues to rise with fall enrollment jumping up by 50 percent over two years ago in beginning core classes. For the first time ever the school will be offering at least one core course in both fall and spring semesters. While the economic downturn explains part of this upswing, three years of active student recruitment are showing results. Also, the initiation of the Graduate Certificate in Public Finance has attracted students beyond expectations, including former graduates seeking enhanced credentials and graduate students from other campus programs. Faculty also initiated this year a Graduate Certificate in Economic Development, which should also diversify our appeal to students.

The Hugo Wall School is also addressing a fundamental change in the nature of public affairs, that is the delivery of public services through the nonprofit sector. Responses are being formulated through instruction as more students seek preparation for management in nonprofit organizations. Faculty and staff also responding to increasing requests from nonprofit agencies for research, professional development, and other assistance.

This report highlights the work and accomplishments of faculty and staff of the Hugo Wall School over the past year. 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, Vice President Robert Kindrick, and President Don Beggs. We welcome your comments and suggestions on the direction of the school.

Sincerely,

H. Edward Flentje
Director and Professor

**Hugo Wall School of Urban and Public Affairs
Annual Report, 2002-2003**

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Hugo Wall School of Urban and Public Affairs Highlights, 2002-2003

Instruction

- The Master of Public Administration degree was granted formal accreditation for a seven-year period by the Commission on Peer Review and Accreditation of the National Association of Schools of Public Affairs and Administration. Accreditation of the MPA degree followed submission of a self-study report by the faculty in 2001, a favorable report of a site-visit team in February of 2002, and formal announcement of accreditation this past July.
- Twelve students were awarded the Master of Public Administration degree in winter and spring graduation ceremonies.
- Four MPA students completed the Graduate Certificate in Public Finance during the academic year.
- Twelve students were awarded graduate assistantships in the Hugo Wall School.
- Nine 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.
- Professor Joe Pisciotte proposed a new course, Public Administration 760: State and Local Economic Development, which was approved by appropriate University committees in 2002 and offered successfully in spring of 2003.
- Faculty initiated a Graduate Certificate in Economic Development, which was approved by appropriate University committees and will be available to students beginning with the upcoming academic year.
- The MiniMPASM, a program of executive development in public administration inaugurated by faculty in 2001, was offered again this year, and twenty-three managers from eight cities, three counties, and one nonprofit agency completed the intensive sixteen-week program taught by the faculty.
- Mr. Kelly O. Humphries, MPA 86, was recognized by the faculty with the 2003 Alumni Award for Outstanding Public Service, which was presented on Hugo Wall Day in May. Humphries serves as senior public affairs specialist with the National Aeronautics and Space Administration in Houston.

Research

- Professor Bart Hildreth was honored with the Excellence in Research award at the University-wide convocation in May. The annual award recognizes a single University faculty member who has established an exemplary record of research and has advanced the research mission of the University. Hildreth's ability to "bridge the gap between the worlds of academia and practice" on issues such as public accountability, taxation, and the spending of taxpayer money was highlighted in the award presentation.

- Professor Ed Flentje edited a new book, *Selected Papers of Governor Mike Hayden: Advancing a Progressive Agenda*, which was published by the Hugo Wall School this past year. The volume assembles selected documents that give insight into Hayden's governorship, specifically his role as chief of state, chief policy maker, chief manager, and political leader.
- Professor Mark Glaser and co-investigator Ms. Misty Bruckner completed an evaluation of community policing in Wichita, focusing on officers' views of citizen engagement, internal operation of community policing, and coordination among city departments and local agencies in responding to community issues.
- Under the direction of Professor Bart Hildreth the Kansas Public Finance Center benchmarked county spending and revenues in comparison with 18 counties in the region and across the nation in a "Budget Analysis and Benchmarking Report" conducted for Sedgwick County.
- Professor John Wong conducted a comprehensive economic study for the City of Derby and projected sales tax receipts over a fourteen-year period in connection with the Derby Family Aquatic Park project authorized by a referendum of city voters on November 5, 2002.
- Public Affairs Associate Lynne McCraw Schall and Graduate Assistant Margaret E. Flanders conducted research on governance and leadership development with respect to nonprofit agencies in Sedgwick County at the request of the Nonprofit Chamber of Service Steering Committee and its Governance and Leadership Development Pool Committee. This research was made possible through funding from Sedgwick County, the Greater Wichita Community Foundation, and the Breakthrough Club of Wichita.
- Professor Mark Glaser and Ms. Misty Bruckner completed a community needs assessment for the Childcare Association of Wichita.
- Professors Hildreth, Glaser, Wong, and Yeager presented papers or participated in panel discussions at national meetings of the American Society of Public Administration, the Association for Budgeting and Financial Management, the National Association of Schools of Public Affairs and Administration, the National Tax Association, and the Western Social Sciences Association.
- Hugo Wall School faculty contributed 34 articles, books, monographs, chapters, agency reports, and other publications during 2001-03.
- Professor Bart Hildreth continued as editor-in-chief of the *Municipal Finance Journal*, the only quarterly national journal devoted to municipal securities.

Service

- Mr. J. Fred Giertz, executive director of the National Tax Association, gave the keynote address at the 8th Annual Midwest Regional Public Finance Conference conducted through the Kansas Public Finance Center in February. The conference drew nearly 100 participants to sessions on economic development, organizational re-engineering, debt management, and other finance topics.
- Mr. Bill Hansell, formerly executive director of the International City/County Management Association, was a guest of the Hugo Wall School in late January and gave

the keynote address (“Does Form of Government Matter as Much as Professional Management”) at the Winter Seminar of the Kansas Association of City/County Management. He also conducted a discussion of federalism and local self government for the League of Kansas Municipalities, moderated a colloquium with Hugo Wall School faculty and staff, counseled graduate students on career in local government, and conducted an Executive Managers Seminar on teamwork in local government with Adjunct Professor Bill Buchanan.

- Ms. Lynne McCraw Schall oversaw the inaugural year of the Nonprofit Executives Seminar, which offered six topical seminars for the heads of nonprofit agencies in Sedgwick County.
- Professor Bart Hildreth and Mr. Mac Manning negotiated a new three-year agreement 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.
- Mr. Mac Manning negotiated a new three-year agreement 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. This agreement extends the Hugo Wall School’s 12-year relationship with the Association through 2006.
- Mr. Keith Lawing oversaw implementation of the final year of a 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.
- Mr. Keith Lawing secured approval for the fifth consecutive year to continue assistance to the Regional Economic Area Partnership, an alliance of thirty-one cities and counties in south central Kansas.
- MPA graduate Kelly O. Humphries, senior public affairs specialist with the National Aeronautics and Space Administration, gave the keynote address (“Doing Great Things Requires Taking Risks–Perspectives on Crisis Management”) at Hugo Wall Day in May. One hundred alums, students, friends, faculty, and staff of the Hugo Wall School celebrated excellence in public service and recognized MPA graduates and fellowship recipients for the upcoming academic year.

Faculty and Staff

- Mr. Mac Manning joined the Hugo Wall School as public affairs associate in the Center for Urban Studies, effective in January, replacing Ms. Lisa (Haase) Dodson who accepted a new position as director of the Wichita State University’s Southside Education Center.
- Based on “sustained leadership in the public life of the community, state, and nation,” Sedgwick County Manager Bill Buchanan, Wichita City Manager Chris Cherches, Hutchinson City Manager Joe Palacios, and Wichita Police Chief Norman Williams were appointed adjunct professors in the Hugo Wall School, effective last October.

- Professor Bart Hildreth joined a five-member team of U.S. experts in public finance under the joint sponsorship of Woodrow Wilson International Center for Scholars and the National Committee on U.S.-China Relations to consult with Chinese officials on the use of municipal bonds for environmental improvements.
- Professor Nancy McCarthy Snyder took sabbatical leave for the academic year to conduct research on the privatization of child welfare services in Kansas.
- Professor Joe Pisciotte completed his four-year term on the Wichita City Council and service on the board of the National League of Cities.
- Professor Platt was honored by the American Society of Public Administration for his 50 year membership in the professional society.
- Faculty and staff served on a number of state and local boards and commissions: Professor Glenn Fisher on the Kansas Civil Service Board; Professor Flentje on the Wichita Air Service Task Force, Wichita-Sedgwick County Offender Reentry Tax Force, and chair of Cowley County Search Committee for county administrator; Professor Bart Hildreth on the Kansas Development Finance Authority, the Kansas Sales Tax Simplification Committee, and the Wichita Public Building Commission; Mr. Keith Lawing and Professor George Platt on the Wichita Historic Preservation Board, Lawing as chair this past year; Ms. Lynne McCraw Schall on the Governance and Leadership Development Pool Committee of the Nonprofit Chamber of Service Steering Committee; 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 chair of the Faculty Support Committee; he completed a term on the Graduate Council and as chair of the Graduate School Awards 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; 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 1971.¹ 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

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

A Graduate Certificate in Public Finance, initiated by the faculty of the Hugo Wall School in fall of 2001, offers advanced study in four graduate-level courses in public finance: public sector economics, state and local government finance, public budgeting, and public financial management. The Graduate Certificate is available to MPA students, as well as students completing other graduate degrees, for example, the Master of Accountancy, at Wichita State University, and non-degree students who have completed their undergraduate degree and seek additional study in public finance. Completion of the Graduate Certificate is recognized on the student's official university transcript.

Since 1974, 346 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
2000-2003 (MPA)	66
Total Degrees Awarded	346

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.

Twelve 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

Yedu Abajobir	in transition
Maggie Flanders	management intern, Water and Sewer Department, City of Wichita
Gary Frazier	fire chief, City of Jacksonville Beach, Florida
Aaron Hamilton	neighborhood assistant, City of Wichita

Sheikh Muhammad Jalauddin	returned to native country (Bangladesh) for employment
James Johnson	senior transportation planner and public involvement coordinator, Tallahassee/Leon County, Florida
Hong Li	moved to west coast for employment
Larry McGlasson	in transition
Peder Moluf	moved to east coast for employment
Mark Morris	management intern, Office of City Manager, City of El Dorado
Glynis Nelson	budget analyst, City of Fayetteville, Arkansas
Adrian Vega	management systems analyst in health care policy, Kansas Department of Social and Rehabilitation Services

During the 2002-03 academic year the Graduate Certificate in Public Finance was completed by the following MPA graduates: Lucretia Burch, Aaron Hamilton, James Johnson, and Glynis Nelson.

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

Ryan Adkison	Peder Moluf
Daniel Bryan	Mark Morris
Maggie Flanders	Glynis Nelson
Kelli Glassman	Felany Opiso
Hong Li	Sarah Stephens

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

Daniel Bryan
Maggie Flanders
Sarah Stephens
Darcy Weaver

George Van Riper Fellows

Ryan Adkison
Felany Opiso

George Pyle Fellow

Mark Morris

Mike Hill Fellows

Scott Moon
Brett Stull

In addition, the Kansas Association of City/County Management awarded Glynis Nelson the *Virgil A. Basgall Scholarship* for the 2002-2003 academic year in a state-wide competition.

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:

Customized Training. Faculty and staff in the Center for Urban Studies are frequently requested to design, develop, and present customized training and professional development for a variety of clients in the local government and nonprofit sectors. During the past year, the Center served the following cities, counties, and nonprofit organizations.

Joint Training Project for Sedgwick County and the City of Wichita.

Approximately 70 city and county employees participated in three training workshops sponsored jointly by Sedgwick County and the City of Wichita.

- “Stress Management” (October 15, 2002)
- “Public Sector and Local Government Overview” (February 4 and April 3, 2003)
- “Strategic Planning for Leaders” (February 26, 2003)

Executive Managers Seminar. On January 28, 2003, 46 local government managers participated in the second Executive Managers Seminar sponsored by Sedgwick County and the Center for Urban Studies. Mr. Bill Hansell, former executive director of the International City/County Management Association, 1982-2002, and Sedgwick County Manager and Adjunct Professor Bill Buchanan presented a workshop, “The Learning Edge: How Local Government Managers Can Create a Culture of Continuous Learning” focusing on teamwork in local government.

Facilitation. Faculty and staff in the Center for Urban Studies are often requested to facilitate 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:

- Planning meeting for the Hillsboro Select Committee, City of Hillsboro (July 24, 2002)
- Regional Summit on Economic Development for the Regional Economic Area Partnership (October 10, 2002)
- Strategic planning retreat for Sterling City Commission (January 11, 2003)
- Strategic planning retreat on state finances for Iowa governor, Lt. governor, and legislative leaders (February 10, 2003)
- Strategic planning retreat for the Augusta City Council (April 5, 2003)
- Strategic planning retreat for El Dorado City Commission (May 28-29, 2003)

Mediation. The Hugo Wall School hosted an executive session of the governing body of the City of Bentley on January 11, 2003, in which Ms. Lynne McCraw Schall served as mediator between the governing body and a city employee. Schall is a member of the Heartland Mediator’s Association and has completed training in conflict management at CDR Associates in Boulder, Colorado.

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 three two-hour seminars conducted by the Center in the past year.

- “Marketing Your Budget: Creative Ways to Engage Citizens in the Bottom Line” (September 6, 2002)
- “Engaging Citizens: How Social Capital Makes It Easier for Elected Officials to Govern and Managers to Manage” (December 13, 2002)
- “The Changing of the Guard: How City and County Managers Assist in Governing Body Transition” (May 9, 2003)

Institute for Municipal Leadership. The Center for Urban Studies initiated the Institute for Municipal Leadership in 1988 to familiarize locally elected officials, primarily city governing body members, with the varied aspects of municipal leadership. The Institute offers eight six-hour workshops on Saturdays in the first 18 months following municipal elections in April. The following workshops are repeated every two years:

- city council orientation
- financial management
- community and media relations
- economic development
- municipal personnel policy
- planning and zoning
- leadership and decision making
- managing dynamic meetings

Upon completion of seven out of eight workshops (42 contact hours), participants are awarded a Certificate in Municipal Leadership. Approximately 500 local officials have participated in the workshops since 1988; sixty-three have earned the certificate. The School conducted the final two workshops in the series of eight scheduled for the fall of 2002, and twenty participants attended the two workshops:

- “Leadership and Decision Making” - Workshop #7 of 8 - (September 7, 2002)
- “Managing Dynamic Meetings” - Workshop #8 of 8 - (October 5, 2002)

Due to budget constraints in the past year the school cancelled the new cycle scheduled to start after the April 2003 municipal elections and is considering alternative approaches to leadership development for locally elected officials.

City Clerks and Municipal Finance Officers Association of Kansas. In 1991, the Center for Urban Studies entered into a three-year agreement with 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. The Institute is conducted off-campus at a hotel in Wichita during one

week in early November. The master academy takes place on Thursday and Friday of the same week. Additionally, the Center coordinates the annual spring conference of the Association which attracts city clerks and municipal finance officers from 150 Kansas cities to Wichita each March. During the past year, 85 city clerks and staff from city clerk offices in Kansas completed professional development through the certification institute; an additional 65 city clerks completed the master academy; and 160 city clerks and municipal finance officers attended the spring conference. These programs were scheduled as follows:

- Kansas/IIMC Municipal Clerks Certification Institute (November 4-8, 2002)
- “What They Didn’t Tell You Until You Were Knee-Deep in Your Career,” Master Academy (November 7-8, 2002)
- “Living Free in 2003,” Spring Conference (March 11-14, 2003)

In 2003 the Center entered into its fifth three-year agreement with the City Clerks and Municipal Finance Officers Association of Kansas which continues this relationship through 2006.

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. Over the past year, the following workshop was held for area clerks: “IRS Compliance Issues” (October 15, 2002).

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 65 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. In 2001, the Center entered into a three-year agreement with the Association to conduct the Sanborn Institute and Master Academy. During this past year, 27 county clerks completed year three of the Sanborn Institute earning recognition as a certified county clerk, and 20 completed the Sanborn Master Academy, scheduled as follows:

- Sanborn Institute Year Two (June 16-20, 2003)
- Sanborn Master Academy (June 19-20, 2003)

Sedgwick County Small Community Assistance. In 1994 the Center for Urban Studies and Sedgwick County initiated a program of assistance to smaller communities in Sedgwick County that offers professional work experience to graduate students completing the Master of Public Administration degree and technical assistance to cities of the second and third class in

Sedgwick County. The participating city pays two-thirds of the student's wages up to 640 clock hours and Sedgwick County authorizes the balance. During the period September 9 through December 20, 2002, one student completed 571 clock hours of work with the City of Maize. Budget constraints prevented the recruitment of additional students in fall 2002 and caused the closure of the program in December 2002.

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. The 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, the eighth annual conference offered:

- “Economic Development: A to Z,” six-hour, pre-conference session (February 12, 2003)
- “Finance as the Catalyst for Re-Engineering the Organization,” four-hour, pre-conference session (February 13, 2003)
- Eighth Annual Midwest Regional Public Finance Conference (February 13- 14, 2003) including sessions on “Fiscal Uncertainty and Revenue Alternatives” and “Innovations in Debt Issuance and Management” plus four concurrent training tracks: accounting and auditing, budget, and financial management.

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 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 entered into agreements to assist REAP during calendar years 1999, 2000, 2001 and 2002; a fifth-year agreement will continue through calendar year 2003. Center staff 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 offering of the winter seminar in 2000, the Center for Urban Studies entered an agreement with KACM to offer the winter seminar on an annual basis beginning in 2001. Approximately 50 city and county managers attended the 2003 seminar, “Does Form of Government Matter as Much as Professional Management,” in Wichita on January 24, 2003. The seminar featured a keynote

address by Mr. Bill Hansell, former executive director of the International City/County Management Association, 1982-2002, and panel discussions by city and county managers.

Kansas Government Finance Officers Association. The Midwest Public Finance Conference generated interest among public finance officers in expanding opportunities for professional development. In response, the Kansas Public Finance Center began conducting regional workshops on public finance at various locations in Kansas. These events encouraged government finance officers in the state to consider forming a chapter of the Government Finance Officers Association of the U.S. and Canada. The Kansas Government Finance Officers Association (KGFOA) was established in 2000 and entered into a three-year agreement with the Kansas Public Finance Center to provide professional development for Association members. In 2003, the Kansas Public Finance Center entered into its second three-year agreement with the KGFOA to provide educational services for Association members. Well over two hundred public finance professionals participated in the following workshops conducted for KGFOA by the Kansas Public Finance Center this past year:

- “Auditing, Secondary Disclosure & Ethics: Preserving the Integrity of Public Finance and Maintaining Citizens’ Confidence,” four and one half hour seminar (Lansing: September 6, 2002)
- “Service Efforts and Accomplishment Reporting: An Overview;” “Taxability or Non Taxability of Fringe Benefits and New Developments in Taxation Issues” and Trends in E-Government: Enterprise Software, E-Procurement for the Public Sector, Constituent Relationship Management” three one and one half-hour workshops (Overland Park: October 17-18, 2002)
- “Budget Reality: What is the Future for Local Government?,” five-hour seminar (Dodge City: April 25, 2003)

Workforce Alliance of South Central Kansas. From 1983 through 1999, staff from the Center for Urban Studies provided technical assistance to the Private Industry Council, an advisory body of local business leaders and representatives of area social service agencies that reviewed the use of federal funds earmarked for job training. With the enactment of the Workforce Investment Act of 1998, the Private Industry Council was replaced by the Workforce Alliance of South Central Kansas. Under the new legislation, the Workforce Alliance is 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, from 2000 through June of 2002, the Center entered into an agreement to perform a secretariat function for the Alliance, provide staff assistance to various committees of the Alliance, conduct research as requested by the Alliance in support of the work plan, and provide information on federal and state actions affecting the Workforce Investment Act of 1998. Beginning this past year Center staff have served as official liaison between the Alliance and Regional Economic Area Partnership, which oversees the work of the Alliance. Duties include 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.

MiniMPAsm. In fall of 2001 the Hugo Wall School initiated executive development in public administration through the MiniMPAsm, which is taught by Hugo Wall School faculty and provides a practical foundation in current public administration theory and practice. The MiniMPAsm is targeted to public sector professionals with specialized experience who are moving into positions of responsibility, specialists seeking broader exposure, and experienced managers seeking a refresher in the latest concepts. Participants devote sixteen Friday mornings to three-hour sessions on public policy, public finance, and public management. Twenty-three professionals representing six cities and one county completed the MiniMPAsm in 2001-02; in addition two participants also completed extra requirements to receive academic credit. This past year twenty-three participants representing eight cities, three counties, and one nonprofit agency completed the program; one participant also completed extra requirements to receive academic credit.

Nonprofit Executives Seminar. In spring of 2002 the Hugo Wall School initiated the Nonprofit Executives Seminar in response to a changing environment in the delivery of public services. Specifically, national trends toward devolution and de-institutionalization have engaged more nonprofit organizations in the delivery of public services. The school is receiving more requests for research and professional development from leaders in the nonprofit sector and from state and local governments that contract with nonprofit agencies for service delivery. In addition, graduate students are expressing interest in pursuing careers in the management nonprofit organizations.

In response Hugo Wall School faculty and staff consulted with nonprofit agency heads in early 2002 and agreed to initiate periodic topical seminars for the heads of nonprofit organizations that deliver public services. Eighty agency heads from nonprofit organizations in Sedgwick County participated in the five seminars offered on Friday afternoons during the past year:

- “Nonprofit Agencies and Lobbying: the Politics, the Tactics, and the Law” (September 10, 2002)
- “Recruiting and Retaining Staff in Tough Times” (November 15, 2002)
- “Recruiting and Retaining Staff in Tough Times: Solutions” (January 17, 2003)
- “Process Analysis and Decision-Making: What to Do Before You Cut Programs or Staff” (March 21, 2003)
- “Strategic Alliances, Subsidiaries, and Mergers: Pros and Cons for Nonprofit Corporations in Kansas (May 16, 2003)

Research Agendas

The research agendas of seven faculty members and two active emeriti faculty in the Hugo Wall School extend far and wide, clearly beyond the scope of an annual report to review in detail. Faculty are developing research agendas in a selected number of areas that deserve mention here. These research agendas have evolved in response to requests of state and local officials in Kansas, as well as a broader national audience of peers and professionals. Among these research interests are:

Citizen perceptions of government performance, citizen demand assessments, community attachment, and willingness to pay. Professor Mark Glaser is conducting nationally recognized research on citizen perceptions of local government performance, demand for public services, community attachment, and willingness to pay for local government services delivery. Glaser frequently responds to requests of public officials and has conducted research on these topics in Virginia, Florida and Kansas. His work is being presented at national conferences, most recently at the annual meeting of the Urban Affairs Association, and published in top journals in the field of public administration including the *Journal of Public Administration Research and Theory*, the *International Journal of Organization Behavior*, and the *Journal of Urban Affairs*. His co-authored paper, “Local Government Performance Through the Eyes of Citizens,” was awarded the 1998 James E. Webb Award for the most outstanding paper of the 1997 National Conference of the American Society of Public Administration. Professor Hildreth’s research on willingness to pay for water service was published in 1996. His research on governmental performance includes the co-edited book, *Performance-Based Budgeting*, published in 2001, and the second edition of his co-edited *Handbook of Strategic Management* published in 2000.

State and local tax policy. Professors Glenn Fisher, Bart Hildreth, Nancy McCarthy Snyder, and John Wong have conducted a number of studies on state and local tax policy in recent years. In 1995, these faculty members contributed research published under the auspices of the Governor’s Tax Equity Task Force, on which Hildreth served. Professor Snyder’s work was published in *State Tax Notes*. Professor Fisher’s book, *The Worst Tax? A History of the Property Tax in America* was published in 1996. More recently, in 1998, Hildreth chaired the Governor’s Tax Review Committee which adopted principles and criteria for Kansas tax policy and, in 2003, he helped design and facilitate a tax policy retreat for top state officials in Iowa including the governor, Lt. governor, and legislative leaders. In addition, Hildreth’s *Handbook on Taxation*, published in 1999, included contributions from top scholars in the field. Research on sales tax forecasting by Professors Wong and Hildreth was recently published in a public administration textbook.

Municipal electric utilities. Under the auspices of the Kansas Public Finance Center, Professors Bart Hildreth, John Wong, and Ed Flentje conducted research on the impact of retail wheeling on municipal electric utilities in Kansas—one of the first such studies on this subject in the nation—and published that research in a variety of outlets. The research was conducted under

contract with the Kansas Municipal Energy Agency and Kansas Municipal Utilities, Inc. In 2000, the City of Wichita began an examination of municipalizing the local electric utility and requested the assistance of these faculty members in conducting policy briefings for a city task force charged with this assignment. Professor Wong headed up these briefings. Professor Hildreth was invited to speak at the Lincoln Land Institute on Public Policy in Cambridge, Massachusetts on the impact of electric restructuring on the property tax, with the comments subsequently published by the Institute. Hildreth's research on the state and local tax implications of utility deregulation was presented at the National Tax Association in 2001, and an expanded version, including telecommunications deregulation, is included in a 2003 textbook, *State and Local Finance in the 21st Century*.

Professional management in government. Professors Sam Yeager and Bart Hildreth have written several conference papers based on their surveys of finance managers; their research on the handling of ethical stress by finance managers has been accepted for publication in the *Public Administration Review*. Professor Ed Flentje has conducted and published research on the development of professional management in Kansas cities and counties. Most recently, in response to requests of the Kansas Association of Counties and the League of Kansas Municipalities, Flentje surveyed the status of appointed county administrators in Kansas, the current frontier in the extension of professional management to local government in Kansas, and this research was published by the Kansas Association of Counties. Professor Pisciotte had published, and provided updates to, his *Human Resources Manager's Guide*. Professor Bart Hildreth recently published journal articles on the accreditation of budget and finance offices and the role of chief finance officers in government. Professor Hildreth's recent books include *Budget Theory in the Public Sector*, *Performance-Based Budgeting*, *Public Budgeting Laboratory*, *Case Studies in Public Budgeting and Financial Management*, and the *State and Local Government Budget Practices Handbook*. Professors Wong and Hildreth are co-authors of *State and Local Government Capital Improvement Planning and Budgeting Service* and *State and Local Government Public-Private Partnerships*.

Management in the Nonprofit Sector. In 2000, Professor Nancy McCarthy Snyder was awarded a contract by Sedgwick County and the Kansas Health Foundation to conduct research on the governance, administration, and financial management of nonprofit agencies charged with the delivery of public services. Professor Flentje assisted on the project. Professor Snyder presented her findings to the annual meeting of the International City/County Management Association and published research in the association's professional journal, *Public Management*. Her research led to the development of a new course, Public Administration 585: Management in the Nonprofit Sector, which was successfully offered for the first time in the spring semester of 2002. Snyder took sabbatical leave this past academic year to conduct research on the privatization of child welfare services in Kansas.

Municipal securities and infrastructure financing. Professor Bart Hildreth continues to build the Kansas Public Finance Center as a source of international expertise on financing of state and local infrastructure and municipal securities. As editor-in-chief of the *Municipal*

Finance Journal, the only quarterly national journal devoted to municipal securities, Hildreth is solidifying the University as a national site for cutting-edge research in the area. Professor Sam Yeager published a twenty-year index of the *Journal* that will enhance the capacity of market professionals to conduct due diligence from key points in time. Hildreth's research with Professor Flentje, on debt financing of transportation in Kansas, was published in 2000. In 2002, Hildreth published research on the relationship of the economic base to bond ratings in the journal, *Public Budgeting and Finance*. He is lead author of *State & Local Debt Issuance and Management Service*, the only professional resource manual on municipal securities for issuers. Professors Hildreth and Wong's research on public financing of amusement parks was presented at the annual conference of the National Tax Association this past year and published in the association's proceedings. Professor Hildreth's comparative research on sub-national debt was presented at several sites in China in November of 2002 on behalf of the Woodrow Wilson International Center for Scholars, and in 2003, at an invited symposium on Canada-U.S. trade held at Indiana University.

Gubernatorial papers. Over the past twenty-five years Wichita State University, through the Hugo Wall School or earlier the Center for Urban Studies, has published selected papers of Kansas governors. Professor Flentje compiled and edited *Selected Papers of Governor Robert F. Bennett: A Study in Good Government and Civics Book Politics* in 1979, and this past year compiled and edited *Selected Papers of Governor Mike Hayden: Advancing a Progressive Agenda*. Professor Pisciotte compiled and edited *Selected Papers of Governor John Carlin: An Index of Social and Political Change, 1979-1987* in 1993. Professor Warren Armstrong compiled and edited *Populism Revived: Selected Papers of Governor Joan Finney 1991 to 1995* in 1998.

Faculty Publications, 2001-03

Buchanan, William P. and Nancy McCarthy Snyder, "Contracting with Nonprofits: Reaganomics Made Me Do It." *Public Management*, Volume 83 (3) 2001: 10-13.

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

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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., 2002.

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. 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.
- Glaser, Mark A. and Lee Parker, "The Thin Blue Line Meets the Bottom Line of Community Policing." *International Journal of Organization Behavior*, Volume 4 (1 and 2), 2001: 163-95.
- Glaser, Mark A., Lee Parker, and Stephanie Payton, "The Paradox between Community and Self-Interest: Local Government, Neighborhoods, and Media." *Journal of Urban Affairs*, Volume 23 (1), 2001: 87-102.
- 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.
- Hildreth, W. Bartley, "Evaluating Debt Affordability, Part 2." *KSGFOA Update*, Kansas Government Finance Officers Association. Volume 2 (1), April 2001.
- Hildreth, W. Bartley, symposium editor, "Resource Allocation Decisions: The Individual and the Organization." *International Journal of Organization Theory and Behavior*, Volume 4 (1 and 2), 2001.
- Hildreth, W. Bartley and John D. Wong, *State and Local Government Capital Improvement Planning and Budgeting*. Austin, TX: Sheshunoff Information Services, 2001 and 2002 updates.
- Hildreth, W. Bartley and John D. Wong, *State and Local Government Public/Private Partnerships*. Austin, TX: Sheshunoff Information Services, 2001 and 2002 updates.
- Hildreth, W. Bartley and Charles Mecimore, *State and Local Government Budgeting Practices Handbook*. Austin, TX: Sheshunoff Information Services, 2001 and 2002 updates.
- Hildreth, W. Bartley, editor, *Municipal Finance Journal*, Volume 22 (1), Volume 22 (2), Volume 22 (3), Volume 22 (4), Volume 23 (1), Volume 23 (2), Volume 23 (3) and Volume 23 (4). Panel Publishers, Inc., 2001 and 2002.
- Hildreth, W. Bartley, *State and Local Government Debt Issuance and Management Service*. Austin, TX: Sheshunoff Information Services, 2001 and 2002 updates.

- 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 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, *Budget Theory in the Public Sector*. Westport, CT: Greenwood Publishing, 2002.
- 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, Gerald J. Miller, and Jack Rabin, *Performance-Based Budgeting*. Boulder, CO: Westview Press, 2001.
- 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.
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- Snyder, Nancy McCarthy, "Contracting for Human Services," in *Encyclopedia of Public Administration and Public Policy*, Jack Rabin, editor. New York: Marcel Dekker, Inc., 2002.
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- Wong, John D., "Financial Management: Time Value of Money," in *Encyclopedia of Public Administration and Public Policy*, Jack Rabin, editor. New York: Marcel Dekker, Inc., 2002.
- 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. 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.

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.

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Wong, John D., *State of Kansas Adjusted General Fund Tax Receipts, Rates of Change, Elasticities, and Composition: Fiscal Years 1985 Through 2002*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2002.

Wong, John D., *State of Kansas Adjusted General Fund Tax Receipts, Rates of Change, Elasticities, and Composition: Fiscal Years 1985 Through 2001*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2001.

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 6, 2002)
- Annual WSUMA Dinner at ICMA (October 1, 2002)
- Annual Christmas Open House (December 13, 2002)
- Hugo Wall Day (May 2, 2003)
- MPA Celebration of Excellence (May 2, 2003)

At the MPA Celebration of Excellence, the twelve individuals graduating from the Master of Public Administration degree program over the past year were honored, and Mr. Kelly O. Humphries, senior public affairs specialist with the National Aeronautics and Space Administration, was awarded the 2003 Alumni Award for Outstanding Public Service.

Alumni Updates

Lucretia Burch, MPA 02, accepted appointment as budget analyst in the Finance Department of Sedgwick County, Kansas, effective March 17, 2003. Prior to this appointment, Burch served as a project manager in the division of information and operations, and as a management intern with Sedgwick County.

Deborah Clark, MPA 02, accepted the position as director of finance for the City of Bel Aire, Kansas, effective September 16, 2002. In addition to completing her MPA degree, Clark was one of the first three students to complete the Graduate Certificate in Public Finance.

David Cleveland, MPA 90, was appointed manager of business finance and workforce development in the Kansas Department of Commerce and Housing in Topeka, Kansas, effective November 18, 2002. Cleveland had been in business for himself in Nebraska prior to this appointment, but also worked for this department in the early 1990s.

Barbara Crouse, MPA 99, was appointed director of administrative services for the City of Bel Aire, Kansas, effective April 2003. Corse has been served as project coordinator for Bel Aire prior to this appointment.

In November 2002, **John Deardoff, MUA 87**, became president of the Kansas Association of City/County Management. He succeeded **Brad Mears, MUA 85**, in holding this office. Deardoff has served as city manager of Dodge City, Kansas since 1994; Mears as city manager of Holton, Kansas since 1992.

Gary Frazier, MPA 02, accepted appointment as the fire chief in Jacksonville Beach, Florida, effective March 2003. Frazier had served as fire chief in Hutchinson, Kansas, since 1996 and prior to that served with the Wichita Fire Department.

Sonya Gonzales, MPA 02, accepted appointment as compliance officer with COMCARE of Sedgwick County, effective March 11, 2002. As compliance officer Gonzales is charged with assuring that COMCARE is in compliance with Medicaid and other federal regulations. She has been employed with COMCARE for the past five years.

Kim Grant, MPA 89, who has served as grants administrator for the City of Arvada, Colorado since 1998, reports his current assignment focuses on parks, open space, community development and historic preservation. Grant earlier worked for Historic Denver, Inc. and the Kansas Department of Commerce. **Paul Dextras, MUA 84**, also works for the City of Arvada as fire chief.

Gary Hamer, MPA 96, was promoted to the position of senior transportation planner for the Indian Nations Council of Governments in Tulsa, Oklahoma. Hamer began his new position in the spring of 2002.

Linda Hamilton, MPA 00, accepted a position as strategic business partner with Profiles International in August 2002. The company specializes in professional assessments for purposes of selection, job-matching, promotion, managing, succession planning, training and development. She is based in Indiana. Hamilton earlier worked in the Office of City Manager, in Wichita and prior to that served as the elected treasurer of Barber County, Kansas, for fourteen years.

Sandra Hazlett, MUA 81, accepted appointment as director of children and family policy in the Kansas Department of Social and Rehabilitation Services in Topeka, Kansas, effective March 10, 2003. Hazlett joined the department in 1988, most recently serving as director of the Economic and Employment Division.

Tamara Johnson, MPA 98, runs her own business, Proverbs Consulting, in the Dallas, Texas area. She moved to Texas in 1999 to work with MCI and later with the State of Texas.

Florence A. McLeish, MPA 00, accepted appointment as assistant township manger of Lower Providence Township in Montgomery County, Pennsylvania. Prior to this appointment, McLeish served as chief executive officer for the Star Valley Ranch Association in Thayer, Wyoming, and as city administrator of Cheney, Kansas.

Malika Monger, MPA 02, accepted a position as employment policy analyst with the Wisconsin Department of Health and Family Services in Madison, Wisconsin, effective August 1, 2002. She was a staff member with the Cerebral Palsy Research Foundation in Wichita prior to moving to Wisconsin.

Glynis Nelson, MPA 03, accepted appointment as budget analyst for the City of Fayetteville, Arkansas, effective May 2003. Since 2001, Nelson worked with the Kansas Public Finance Center as a graduate assistant in the Hugo Wall School. She was awarded the Virgil Basgall Scholarship by the Kansas Association of City/County Management in 2002.

Randy Partington, MPA 00, accepted appointment as city administrator of Fredonia, Kansas, effective January 6, 2003. Partington had been a budget analyst for the Unified Government of Wyandotte County/Kansas City since 2001 and prior to that was a management intern with Sedgwick County, Kansas.

Ed Patton, MPA 02, began service as general manager and vice president in charge of fabrication operations for Building Structures, Inc., in Tulsa, Oklahoma, effective October 1, 2002.

Clemencia L. Prieto, MUA 80, serves as the executive director of the El Paso Center on Family Violence in El Paso, Texas. The Center works with adult victims and their children, as well as offenders, throughout a large geographical area of West Texas. Prieto has held this position since 2000.

Roy Ridener, MPA 97, accepted the position of city administrator in Mapleton, Iowa, effective December 4, 2002. Earlier, Ridener served as city administrator in Cherryvale and Caney, Kansas.

Arturo Robles, MPA 90, is currently serving as executive director of the Chicano Awareness Center in Omaha, Nebraska. He has held this position since December 2000.

Scott B. Rothe, MUA 83, was promoted to senior management and budget analyst for the Maricopa County Office of Management and Budget in Phoenix, Arizona. Prior to moving to Arizona, Rothe worked in budget positions with the State of Kansas, including ten years as fiscal analyst with the Kansas Legislative Research Department.

Richard Ruddell, MUA 81, accepted appointment as president and executive director of the Ft. Worth Transit Authority in Ft. Worth, Texas in February 2003. Ruddell had served in a similar capacity in Toledo, Ohio for the previous fourteen years.

Andy Schlapp, MPA 92, was appointed director of community relations in the Office of County Manager, Sedgwick County, Kansas, effective July 1, 2002. Schlapp performed a variety of assignments as a staff member for Sedgwick County from 2000-2002. Prior to that he was employed in the private sector.

In February 2003, **Eric Sexton, MPA 92**, and **Kathy Sexton, MPA 92**, were jointly honored by the Wichita State University Alumni Association with the “Young Alumni Award” for 2002. Eric serves as director of government relations for WSU; Kathy is assistant county manager, chief information officer and director of the division of information and operations for Sedgwick County, Kansas.

Tim Shanahan, MPA 88, serves as senior planner for the Human Services Planning Alliance in Polk County, Iowa. The Alliance, a consortium of public, private, and nonprofit sectors, focuses on early childhood development, youth, health, and workforce development. Prior to this appointment, Shanahan served as city administrator in North Liberty, Iowa and earlier in Hiawatha, Kansas.

George Sugars, MPA 90, accepted a position as engineering manager for the El Paso County Department of Transportation in Colorado Springs, Colorado. Sugars had been county engineer for Reno County, Kansas prior to relocating to Colorado.

Adrian Vega, MPA 02, accepted the position of management systems analyst in health care policy for the Kansas Department of Social and Rehabilitation Services in Topeka, Kansas, effective September 30, 2002. Vega was a management intern in the Office of County Manager, Sedgwick County and prior to that research associate in the Hugo Wall School.

Edward Young, MPA 02, was appointed executive director of the Child and Family Development Corporation in Omaha, Nebraska, effective September 1, 2002. The organization oversees child care, Head Start, and other social services in the Omaha metropolitan area. Young had been serving as director of Head Start for the Child Care Association in Wichita and had performed management consulting and training.

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. 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, City Manager, City of Wichita, Kansas. 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

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