

TEXAS STATE UNIVERSITY

Public Administration Magazine
2014-2015





Welcome to Texas State!

MESSAGE FROM THE DIRECTOR

There have been a number of exciting developments with the MPA program since our last update in 2014. Starting Fall 2016, the MPA program courses will be listed with their own prefix—PA! This new prefix does not mean the program has separated from the Political Science department, but the change will give a more distinct identity to the MPA program.

As part of the new prefix, all course numbers and names have been changed, and new course descriptions have been written using more contemporary language and concepts. In addition, several courses were dropped, and new courses were added. Out of date and under enrolled career support areas have been dropped or changed to reflect faculty strengths and market demands. See the article announcing our new Career Support Areas on page nine for more information.

In Fall 2015, Texas State became the third university in Texas to sponsor a student ICMA chapter. This effort brings students, faculty, and practitioners together thanks to the efforts of Dr. Balanoff and Dr. Hanks. In addition, MPA alumna Ann Eaton has been instrumental creating the Management Assistants of Central Texas association to compliment the regional CenTex ASPA chapter and the Regional TMCA association. There is no shortage of ways to connect and network!

We are making efforts to strengthen the quality of internships. The Texas Department of Emergency Services, the City of Kyle, and the Texas Bureau of Licensing have all created high quality executive-level internships with our MPA program in mind. The faculty and students are grateful to have such a committed alumni network.

Finally, the MPA program is its Self-Study year as it prepares for reaccreditation from the Network of Schools of Public Administration and Affairs (NASPAA). Stand by for requests for employment updates and invitations to meet with our site visitors in the spring of 2017.

- Tom Longoria, Ph.D.

MPA Director and Professor

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DIVERSITY

in Public Administration

DIVERSITY FACTS

Texas State's goal is to be a model of higher learning that places value in its diversity and inclusion practices.

In 2011, the University was designated by the Department of Education as a Hispanic Serving Institution (HSI), a distinction that indicates more than 25% full-time Hispanic undergraduate enrollment. Texas State is one of four HSIs in Texas and is the largest in terms of student enrollment.

University Enrollment by Race and Ethnicity, 2014-2015

| | |
|------------------------|-----|
| White | 52% |
| Hispanic/Latino | 32% |
| Black/African American | 9% |
| Other Race | 7% |

Texas State MPA Enrollment by Ethnicity, 2014-2015

| | |
|------------------------|-----|
| White | 48% |
| Hispanic/Latino | 32% |
| Black/African American | 18% |
| Other Race | 2% |

The Master of Public Administration Program at Texas State understands that diversity of thought drives innovation and success in serving the needs of all residents. The MPA program is committed to the values of diversity and inclusion among its faculty, staff, and students, in addition to communicating and instilling the values of diversity and inclusion in the next generation of Texas public service leaders.

As the state's population has become more diverse, it is important that public service leaders represent both the diversity of the communities they serve, as well as understand the varying needs and cultural expressions of those they serve.

In 2009, in the Texas State MPA program, 30% of students were Hispanic and 15% were African American. In 2015, the enrollment of students of color increased to 32% Hispanic and 18% African American. Forty-six percent of MPA students in 2015 were women.

The MPA program at Texas State is among the most diverse in the nation. This is in part to the commitment to provide a stimulating classroom environment where ideas are shared and skills to produce a more informed public interest are cultivated.



PROGRAM NEWS

Faculty Awards

Congratulations to the faculty awarded in 2015!

HOWARD BALANOFF

Presidential Distinction Award for
Excellence in Service
Texas State University
Golden Apple Award
Texas State University
College of Liberal Arts

JAYCE FARMER

Public Administration
Educator of the Year
CenTex ASPA

BILLY FIELDS

Lafitte Greenway Visionary Award
Friends of Lafitte Greenway New Orleans

PATRICIA SHIELDS

The Marcy Crowley Award for Service to the
Section for Women and Public Administration
American Society for Public Administration

Public Administration Honors Reception

On May 6, 2015 the Public Administration faculty honored outstanding Public Administration students. The Keynote Speaker was Mr. Richard Perez, President and CEO of the San Antonio Chamber of Commerce. Mr. Perez spoke of the importance of public service and highlighted different ways he has been able to make a difference while encouraging students to do the same.

The following Bachelor of Public Administration (BPA) students were recognized for special achievement in the 2014-2015 academic year:

Intern of the Year: **Ryan O'Donnell**

Public Service Award: **Holly Doyle**

Academic Achievement Award: **Kyle McKelvey**

Scholarships were also awarded. The Rich Scholarship was awarded to **Luke Scott**. The Hobby Family Scholarship was awarded to **Jasmine Chavis**. The Balanoff Family Scholarship was awarded to **John Palapala** and **Allie Hackley**.



PHI ALPHA ALPHA Awards

At the May 6th Honors Reception, seven outstanding MPA students were inducted into Phi Alpha Alpha, the Public Administration Honors Society for outstanding academic achievement by completing their degrees with a GPA higher than 3.70.



Erica Hinders, Tycha Kimbrough, Allison Morris, Katlin Macintyre
Dr. Emily Hanks, Stephanie Hall, Alejandra Pena, Michelle Clemmons
Back Row: Nim Kidd, Jorge Alfaro

Preparing Sustainability & Environmental Policy Professionals



Clockwise from the top: Drs. Rangarajan, Farmer, Rahm, Fields and Brown.

With the San Marcos River running through the university campus and with increased awareness about water conservation the importance of environmental sustainability is on the agenda. Faculty and students in public administration are naturally drawn towards environment, energy and sustainability as foci of teaching, practice and research interest. Public administration and public management have a direct impact on the environment as they develop new ideas, theories concepts, tools, and management techniques used by “sustainability professionals.”

The Bureau of Labor Statistics observes that there is continued demand for sustainability professionals in the public, private and non-profit sectors (Hamilton, 2012). So what is a “sustainability professional?” Sustainability professionals work in jobs that encompass “the concept of stewardship—the responsible management of resources (Hamilton 2012). In addition, sustainability professionals “seek to improve an organization’s environmental, social, and economic impact.” (Hamilton 2012).

Recognizing this demand for developing well-rounded sustainability professionals, the MPA program at Texas State University--under the intellectual leadership of Dr. Dianne Rahm and faculty members Drs. Brown, Farmer, Fields and Rangarajan--has developed a career support area in Environment, Energy and Sustainability. Training students for careers as sustainability professionals requires a comprehensive approach. Figure 1, illustrates how the faculty have brought together a growing body of scholarship on environmental management, collaboration with other Texas State programs with an environmental focus (e.g., Water Resources Ph.D. program and the Department of Geography), created new courses, created an environmental sustainability working group with Center for Policy Research, and Training, and fostered Applied Research Projects on environmental sustainability issues.

What is a “Sustainability Professional”?

These professionals work in jobs that encompass stewardship, resource management, and seek to improve an organization’s environmental, social, and economic impact.

Faculty research has creatively brought together important streams of literature on sustainability, environmental policy and planning, public management, local governance and financial administration.

Enhancing the Learning Experience for MPA students

In the Classroom

Dr. Rahm has developed a research practicum that facilitates solutions for community environmental problems through student engagement. In addition, Dr. Rahm also regularly teaches Environmental Policy, Politics, and Law as well as Ecology and the Politics of Sustainability.

International and Regional Engagement

Dr. Fields has developed the International Sustainable Transportation Engagement Program (I-STEP) to explore the connection between transportation policy and the environment. The first year of the program in the summer of 2015 took U.S.-based transportation professionals to the Netherlands and Romania to work on community-based sustainability planning projects. The program is expanding in summer 2016 as a study abroad opportunity for MPA students. The program will take students to the Netherlands for two weeks to explore the political and urban design components of sustainable transportation systems through direct engagement with local infrastructure planners and administrators.

Scholarly Activity

Faculty research in this area has creatively brought together important streams of literature on sustainability, environmental policy and planning, public management, local governance and financial administration.

Drs. Rangarajan and Rahm have collaborated on three pieces of research. Their first piece in the *Review of Public Personnel Administration* examines the symbiotic relationship between environmental management and human resource management. Using data collected from a web-based survey of local government human resource managers, they provide an in-depth understanding of the implications for public sector entities when HR practices are considered with environmental objectives in mind.

In a book chapter, Drs. Rangarajan and Rahm present a comprehensive case study of San Antonio's greening

initiatives. San Antonio's Mission Verde sustainability plan adopted in 2010 provided the city with a road map for becoming a green community. Drs. Rangarajan and Rahm content analyzed various documents related to Mission Verde to gain a thorough understanding of the city's sustainability efforts. In this piece, they provide details about the city's efforts to bring together technical and management components to achieve its goals.

A third piece of research that explores local government initiatives aimed at climate change adaptation is currently under review for publication and was also presented at the American Society for Public Administration Conference in 2014. This paper emphasizes the shift in strategy from mitigation to adaptation and further examines what large U.S. cities, that have a documented record of involvement in climate change policy efforts, are doing to adapt to climate change. Drawing on a survey of selected U.S. cities they describe local level adaptation efforts.



Figure 1

Drs. Rahm, Farmer, and Fields examined the impacts of fracking on the local government's fiscal behavior in the Eagle Ford Shale region of south Texas. Drawing on data gathered through a survey of local officials, this study examines the impacts of the Eagle Ford Shale development on the fiscal behavior of local governments in its region. This study focused on how gas and oil production influences local governments' revenue generation, tax structures, abilities to handle fiscal stress, and revenue stabilization strategies. The findings provide insight that suggests strong tax revenue gains for these jurisdictions. In some instances, these revenue gains have allowed these governments to buffer themselves against fiscal stress and maintain some revenue that allows them to offset specific costs associated with local oil production. However, the long-term outlook of several of the localities in question makes them vulnerable to possible fiscal troubles. The short-term planning of spending, coupled with long-term oil and natural gas production, may eventually lead to many of these governments experiencing financial hardship when oil production declines.

Drs. Rahm, Fields, and Farmer also examined the impacts of fracking on the transportation infrastructure in the Eagle Ford Shale region of South Texas. This paper explores the impacts on transportation infrastructure and transportation-related issues associated with the gas and oil boom in the Eagle Ford Shale in Texas. Drawing on data gathered both from crash trends and two surveys administered to public officials in the Eagle Ford Shale region, we present a description of the impacts of fracking on cities and counties. Crash trends between 2009-2013 overall show a 26 percent increase. Fatalities and severe injuries also increased by 49 percent. The survey results show that counties and cities are experiencing significant challenges in meeting increased demands placed on their transportation system by fracking including increased traffic and congestion, deteriorating roads, and increased cost of maintenance.

Student Research on Environment, Energy and Sustainability

Faculty research has inspired student research. MPA students at Texas State University have completed ARPs on recycling, cost benefit analysis of green vehicle fleets, sustainable development strategies in Texas cities, sustainable energy models for local utilities, national water management initiatives, sustainability commitment strategies at US public transit agencies just to mention a few. Full texts of these research papers and others that pertain to this career support area can be accessed at:

<https://digital.library.txstate.edu/handle/10877/105>

For more information about the Environment, Energy and Sustainability career support area contact Dr. Dianne Rahm at dianne.rahm@txstate.edu.

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Certified Public Manager Program

2015 Annual Texas Certified Public Manager Conference

Nearly 150 Texas Certified Public Manager program (CPM) alumni, faculty, and students gathered in Austin, Texas on Friday, April 10, 2015, to learn, share and network at the Annual Texas CPM Conference. The Conference, which was held at the University of Texas Thompson Conference Center, featured outstanding plenary speakers and breakout sessions on a variety of public administration and public policy topics, including the William P. Hobby Distinguished Lecture and the business meeting of the Texas Society of Certified Public Managers.

The Hobby Distinguished Lecture is always a highlight of the annual conference. This year's plenary session was no exception, with the 2015 honoree former Houston Texas Mayor, Bill White providing the lecture.

The Honorable Bill White is the former three-term mayor of Houston, Texas. Before serving as mayor, White was a lawyer and businessman, and served as U.S. Deputy Secretary of Energy under President Bill Clinton from 1993 to 1995.



Alan Bojorquez at the 2015 CPM Conference

In 2007, White was honored with the John F. Kennedy Profile in Courage Award for his service during Hurricane Katrina. He was also awarded the FBI's Director's Community Leadership Award for lowering Houston's crime rate. White has recently authored the book, "[America's Fiscal Constitution: Its Triumph and Collapse](#)," telling the remarkable story of generations of Americans who preserved the nation's future by limiting federal debt. [The Hobby Distinguished Lecture can be viewed here.](#)

The opening plenary session was delivered by Mr. Harvey Kronberg, noted Texas political analyst and editor of the [Quorum Report](#), who informed and entertained attendees with insights to current politics (including the recent primary elections in Texas). As a self-proclaimed "equal opportunity offender of both Democrats and Republicans" Harvey's observations are always candid, insightful and give us the opportunity to take a humorous look at ourselves, each other and Texas politics.

There were 10 break out sessions featuring presentations by faculty from Texas State University, University of Texas, University of Nebraska—Omaha as well as students from UT and Texas State, government officials, and professionals from the financial and legal sectors.

Alan Bojorquez, Attorney at Law and Principal at the Bojorquez Law Firm, PC, discussed integrity in public service and the ways that ethics, laws and codes of conduct influence the behavior of government officials.

CAREER SUPPORT AREAS

Master of Public Administration

CAREER SUPPORT AREAS

For more information contact the following professors:

Local & State Government Management

Dr. Jayce Farmer
jfarmer@txstate.edu

Environment, Energy, & Sustainability

Dr. Dianne Rahm
dianne.rahm@txstate.edu

Urban Policy & Planning

Dr. Billy Fields
wf16@txstate.edu

Non-Profit Sector Leadership

Dr. Emily Kay Hanks
emily.hanks@txstate.edu

Human Resources & Labor Relations

Dr. Nandhini Rangarajan
nr11@txstate.edu

General Public Administration

Dr. Tom Longoria
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MPA Program Develops New Course Names and Career Support Areas

In 2015, the MPA program renumbered and renamed its courses. Starting Fall 2016, all MPA courses will have the designation "PA" rather than POSI. In addition to new names and numbers, the faculty developed new course descriptions to reflect new concepts and theories, eliminated course that were out of date or no longer taught, and created new courses to serve the needs of students and employers.

The MPA program curriculum is still divided into core course and elective courses that make up the career support areas. The MPA program will go from 11 to 6 career support areas so that we can focus on what we do best. Another important change is that career support areas will be coordinated by a faculty member with subject-area expertise (see text box left) who will work with the student on professional and career development, as well as advising.



Courtesy of LindsayinProgress

LOCAL AND STATE GOVERNMENT MANAGEMENT

The capacity for leadership is increasingly important in our changing world, especially in local and state governments where decisions made have an immediate effect on its citizens. Effective administrators and managers will be able to forge relationships with local communities, counties, businesses, and non-profit to make informed decisions that integrate regional and local needs, as well as navigate the complexities of the interagency regulatory, fiscal, and political process.

At Texas State, the Master of Public Administration program provides students with the opportunity to learn the intricacies of how local and state governments operate. Providing opportunities to discuss how government can improve, manage performance, and maintain quality services, students are encouraged to grapple with these multifaceted challenges and come up with vibrant remedies to public problems. Addressing these complex issues requires skillsets learned both in and out of the classroom, as well as interactions with experienced alumni, students acquire the tools – critical thinking, analytical reasoning, and leadership - to create new solutions.

In 2016, interested students will have the opportunity to utilize these tools and apply them in a research practicum summer course. Partnering with local governments in Texas, participants will have hands on experience with research and analysis by completing citizen satisfaction surveys. The incorporation of these opportunities allows students to gain an understanding of organizational process and apply those skills towards responsive problem-solving strategies.

For more information, contact Dr. Jayce Farmer at jfarmer@txstate.edu.

ENVIRONMENT, ENERGY, AND SUSTAINABILITY

As the topics of environment, energy, and sustainability are becoming an increased concern for local, state, and federal agencies, these issues require practitioners to have a firm understanding of the challenges facing our environment. With increased extreme weather events, such as drought and hurricanes, in correlation with a growing population, practitioners will be needed for analysis and policy formulation related to our changing ecosystem. At Texas State, our Master of Public Administration program provides opportunities for students to learn and apply advanced, innovative skill sets to the environmental movement.

In the last decade, renewable resources have become serious alternative to our fossil fuel-based economy. In Texas alone, wind power has become a booming industry, providing new industry, jobs, and a surplus of energy, which is providing electric power to neighboring states. These developments require administrators and specialists to be proficient problem solvers, and provide innovative, ecological solutions for policy and application. Understanding legal questions and how different sectors interface with these challenges creates an appreciation for the adoption of earth-based systems. At Texas State, students are offered opportunities to learn practical applications and work with leading researchers in the field.

With alumni in various sectors of state and local government, including those in environmental agencies, we put our students in close proximity with these organizations to provide ample opportunities in the field. Combining these real-world experiences, with the option to enhance these practices with research and study in related fields, students leave the MPA program ready to succeed in government and the non-profit associations.

For more information, contact Dr. Dianne Rahm at dianne.rahm@txstate.edu

“Students graduate with the skillset...to be more responsive in meeting the needs of a diverse public.”

URBAN POLICY AND PLANNING

Across the nation, cities are thinking how they become more sustainable and connected to their citizens. For some, this means better transportation systems. Others this means strategic economic development or better housing. These issues can be challenging; however, by looking at examples around the U.S. and the globe, city planners and administrators can find solutions for incremental victories to improve communities.

At Texas State University, the Master of Public Administration program provides students with the opportunity to grapple with the challenges of urban and regional management. Focusing on urban policy and planning, students interact with alumni and other professionals to address the issues faced by public administrators in city development. Addressing a variety of applied principles, such as smart growth and innovative approaches to transportation challenges, students are provided with an understanding of urban intersectional governance.

In 2016, Texas State is offering opportunities for students to take these lessons learned and apply them in the Netherlands. Building off a similar trip in 2015, which brought faculty and professionals to Europe to participate in solution-based discussions on sustainable transportation, students will learn how the Netherlands governs and connects cities – all while addressing the challenges of nationwide water management. Incorporating these opportunities to foster understanding of diverse perspectives of urban policy and planning gives future practitioners the tools and skill sets to appreciate the interconnectedness within public policy and administration systems.

For more information, contact Dr. Billy Fields at wf16@txstate.edu.

NON-PROFIT SECTOR LEADERSHIP

Nonprofits are a growing, influential force in the United States. In addition to fulfilling their traditional role as service-driven organizations, nonprofit agencies are now prominent players in decision-making and policy-driven initiatives within all levels of the public sector, with government increasingly relying on such groups to administer public services.

Reflecting this trend toward blurring the boundaries between sectors, Dr. Lester Salamon at Johns Hopkins University developed the term the “Professional Citizen” to describe a trained individual who works towards identifying, analyzing, providing solutions, and implementing actions to public problems. Students and practitioners alike find the idea of a “Professional Citizen” compelling as the concept emphasizes collaboration between government, nonprofit organizations, and interested citizens when devising and employing meaningful solutions to complex problems.

At Texas State, the non-profit career support area in the Master of Public Administration program offers such an approach to educating public and nonprofit practitioners. The program delivers a course of study that provides students with skills critical to working in the nonprofit and public sector - managing public-private partnerships, improving systems to interface with the public, and creating consensus in collaborative environments. This course of study provides students with the opportunity to apply this knowledge in real world situations both in and outside the classroom. Students leave the program with helpful tools to address community needs in a significant way.

For more information, contact Dr. Emily Kay Hanks at emily.hanks@txstate.edu.

HUMAN RESOURCES & LABOR RELATIONS

Understanding how to manage people is a critical role of administrative managers. By hiring the right employee and providing the best available tools, an administrative manager can provide the cornerstone to a successful team. At Texas State, the strategies to achieve this include incorporating an integrated and innovative curriculum, diverse course options, and research presentations and opportunities – all while benefiting from the diversity of staff and students in the program. Recognizing that the micro and macro components of human resources and management are critical to the overall success of serving the public, students learn methods to bring holistic solutions to improve the workplace and the agency as a whole.

During their course of study, student involvement with professional organizations is encouraged. Faculty within the department provides opportunities to engage with these organizations both in and outside the classroom. Regular meetings and lecture series offer networking and professional development opportunities. Taking advantage of these options provides students with the experience to become effective practitioners upon graduation. By embracing these opportunities, students graduate with the skillset to improve the ability of government and government services to be more responsive in meeting the needs of a diverse public.

For more information, contact
Dr. Nandhini Rangarajan at nr11@txstate.edu.

GENERAL PUBLIC ADMINISTRATION

Students can customize and choose courses that best meet their career goals. In the past, students have chosen electives within the MPA program as well as courses in Business Administration, Sociology, Psychology, Geography, and Political Science.

For more information, contact Dr. Tom Longoria at tl28@txstate.edu



ALUMNI SPOTLIGHT

with Alaric Robertson



Mr. Alaric Robertson is currently a management analyst with the Texas Department of Licensing and Regulation (TLDR) and is a graduate of the Texas State MPA program.

His duties with the TDLR Office of Innovation include:

- Investigating new business and management practices for application to agency programs;
- Developing recommendations for improvements to systems;
- Conducting studies to define problems and provide a basis for management decisions; develops recommended solutions;
- Identifying gaps in resources and recommending improvements;
- Interpreting historical, current, and projected data to identify problems;
- Preparing comprehensive technical records and reports to present, interpret data, identifies alternatives, and makes and justifies recommendations; and,
- Assisting in the preparation of the agency's Strategic Plan, performance reports, and process improvement initiatives.



Mr. Robertson's path to this exciting job is an interesting one. We recently sat down with Mr. Robertson to tell his story.

Q & A with New MPA Alumni: Alaric Robertson

You have a background in the businesses sector, with over 8 years working with Firestone-Bridgestone as a regional manager serving operators of large fleets in the state of Texas. Why did you choose an MPA not and MBA graduate program?

Mr. Robertson: Honestly, I was just searching for a graduate program and came across public administration by mistake. But after I read about the program I learned that public administration is not the same as politics. Public administrators can directly make a difference for people. I saw how I could help change people's lives.

So your interest is about your desire to help people?

Mr. Robertson: Well, yes. Of course helping make sure people have access to food and shelter, good transportation, safe neighborhoods, and lots of other things. But also I just like the wide range of people I meet from homeless to doctors.

What was your biggest surprise about the MPA program?

Mr. Robertson: That I got in! My GPA wasn't very good because I worked my way through school. Also, I didn't have a background in public administration. But, the program took a chance on me and I told myself I can't fail.

How did you do in the MPA program?

Mr. Robertson: Great! I loved the material and I ended up with a 3.8 GPA and graduating with honors. It was lots of reading, but the program was very doable. The MPA faculty was very supportive. I met with faculty when I needed guidance and I'm still in touch with many faculty members like Dr. Tajalli, Dr. Shields, and Dr. Hofer.

So faculty interaction was a part of your success?

Mr. Robertson: Yes definitely. I have since enrolled in an online doctoral program and I am doing better than other students because of my MPA. I had lots of help in the MPA program on learning how to read, skim, summarize, write, organize my ideas, and provide thoughtful critiques. The accessibility of the professors at Texas State made a big difference.

How did you make the transition from private sector to public sector employment?

Mr. Robertson: Internships, internships, internships. I had three internships while working full time and studying part time. I interned with a Congressional office, a member of the Texas Legislature's office, and finally with the Texas Department of Licensing and Regulation (TDLR). I found the internship with TDLR through contacts while interning with the state legislature. I met people working at TDLR and they said they were looking to hire people who could do strategic planning. So then, I wrote my ARP on strategic planning so I could be more qualified.

Did the MPA program and the ARP fully prepare you for the job with TDLR?

Mr. Robertson: To a great degree. However, I still needed additional training on strategic planning and process improvement but the agency was very helpful in getting me access to more training. Students should seek out additional training of all kinds while still in the program!

*For more information on the Texas Department of
Licensing and Regulation visit
www.tdlr.texas.gov*

Recent Graduates

The Texas State MPA Program is proud of its 34 graduates from the 2014-2015 academic year!

Fall 2014

Dania Al-Rasheed
Christine Ashworth
Devin Bailey
Frank Bartley
Mark Dragon
Damon Fogley
Jeremy Garrett
Ashley Hester
Craig Johnson
Josette Lehman
Sherri Mora
Apurva Naik
Lauren Pacek
Alejandra Peña
David Sanchez
Anthony Segura
Sandra Serna
Nicole Sunstrum
Michael Sweeney
Lauren Walden
Elaine Zavala

Spring 2015

Michelle Clemmons
Robert Crow
Christopher Foster
Noemi Hernandez-Benroahou
Paul Hopingarder
Kevin Johnson
Caitlin MacIntyre
Guillermo Mireles
Shiela Wiora

Summer 2015

Amy Comeaux
Stephanie Hall
Nim Kidd
Lana Rocha



Recently featured in *BUSride Magazine*, Colin Smith, a Texas State alumnus with *Safety Vision*, put his research skills to work to write an article on the use of camera surveillance system on buses. Examining the claims of surveillance enhancing visibility of drivers and affecting crime on transport buses, Colin provides industry and researched evidence to explore these two industry assertions.

To read the full article: visit <http://bit.ly/BUSride>

FACULTY PUBLICATIONS

2014-2015

Balanoff, Howard. 2014. "American Society for Public Administration's Section Members Participate in an International Public Management Forum" in *American Society for Public Administration's Online PA Times*.

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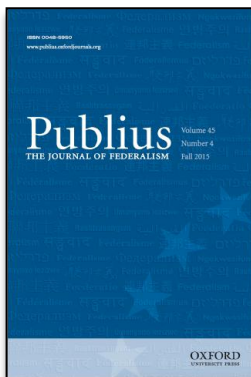
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FACULTY PUBLICATIONS

2014-2015

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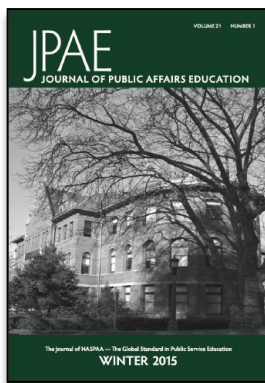
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DeSoto, William, **Hassan Tajalli**, **Chad L. Smith**, and **Nathan W. Pinto**. 2014. "College Students and Alcohol Use: A Test of Social learning, Strain, and Acculturation Theories" *World Medical and Health Policy* 6:262-279

Tajalli, Hassan and Houmma A. Garba. 2014. "Discipline or Prejudice?: Overrepresentation of Minority Students in Disciplinary Alternative Education Programs" *The Urban Review* 46:620-631.



FACULTY FEATURES



For the last 15 years Texas State University and the Department of Political Science has been the home of the *Armed Forces & Society* journal. Dr. Pat Shields is the Editor-in-Chief and Political Science faculty Drs. Tajalli, Doyle and Gorman serve on the editorial board. *Armed Forces & Society* is ranked 12th in military studies and is in over 7,000 libraries around the world. The journal explores the broad policy interface between the military and the society it serves. One can find articles on veterans' issues such reintegration, education, health, and employment. Other policy areas frequently examined include, peacekeeping, military outsourcing, recruitment, integration of women and minorities. There was recently a special focus on transgender integration. In addition, policy and management issues surrounding democratic control of the military are examined in the pages of *Armed Forces & Society*. Over the past 15 years the world has undergone many changes in its security environment. *Armed Forces & Society* has been there to analyze and interpret these changes drawing on scholars across disciplines and countries. The journal has also supported many MPA students who worked as editorial assistants for Dr. Shields.



FIELDS RECOGNIZED AS "GREENWAY VISIONARY"

On November 6, 2015, Dr. Billy Fields was awarded with the *Laffite Greenway Visionary Award* for his service to the Friends of Lafitte Corridor. The Lafitte Greenway is an intercity bike path in New Orleans that provides critical public trail for bicycle commuters, as well as a community space for the neighborhoods along the corridor.

Dr. Fields was one of the "visionary founders" who recognized the need for neighborhood revitalization that enhanced livability, open space equity, and environmental sustainability. Developed along the former Lafitte rail corridor, the Lafitte Greenway connects neighborhoods throughout the city, as well as providing educational opportunities for visitors about the rich cultural and economic history of New Orleans and its connection to the larger landscape.



Visionaries of Lafitte Greenway Award Recipients
November 6, 2015 (Dr. Billy Fields - Center Top Row)

TRENDING TOPICS

Applied Research Projects

Before graduating from the MPA program at Texas State, graduate students complete an Applied Research Project (ARP). The ARP takes an integrative approach to applied research, emphasizing design, data collection, and analysis. This skillset is fundamental within the public and nonprofit sector, which provides real world experience through the lens of common social policy issues facing leaders today.

STUDENT SCHOLARSHIP

In 2014-2015, the following ARP's were added to the Texas State's digital commons:

Ashworth, Christine. *Emotional Labor Among Adult Protective Services In-Home and Faculty Workers in Texas.* (Fall 2014)

Al-Rasheed, Dania. *Building Peace: A Content Analysis of Women and Peacekeeping Issues for the Journal International Peacekeeping.* (Spring 2015)

Dragon, Mark. *Community Policing: Bringing a Practical Ideal Type Model of Justice.* (Fall 2014)

Fogley, Damon. *The Alarm has Sounded: A Descriptive Student of Performance Measures of Fire Departments ESDs in Travis County.* (Fall 2014)

Hernandez, Noemi. *An Evaluation of the Medical Marijuana Legislation's (MML) Impact on the Crime Rate of Colorado.* (Spring 2015)

Comeaux, Amy. *Incentivizing Inaction? Federal Aid, Local Economy, and Floodplain Development.* (Summer 2015)

Garrett, Jeremy. *Assessing the Impact of Tort Reform on Physician Supply Trends in Texas.* (Fall 2015)

Johnson, Craigan. *Gun Control: Did the United States and the Commonwealth Nations Miss Their Target?.* (Fall 2014)

Lehman, Josette. *Facets of Job Satisfaction.* (Fall 2014)

MacIntyre, Caitlin M.R. *Dimensions of Innovative Teachings: A Survey of Public Administration Faculty.* (Spring 2015)

Peña, Alejandra Iraide. *An Evaluation of the Impact of the NFL's Super Bowl event on the Host Cities' Crime Rates.* (Fall 2014)

Wiora, Sheila. *An Assessment of Dog Related City Ordinances in the State of Texas for Health and Safety.* (Spring 2015)



Courtesy of Robert Kuykendall

As of 2015, almost 400 Applied Research Projects have been downloaded 1,500,000 times, across more than 140 nations.

Below is a brief list of recent ARP authors, and where their work has been cited:

Author: Kevin Bailey (2009)

ARP: *An evaluation of the impact of Hurricane Katrina on crime in New Orleans, Louisiana*

Cited: Leitner, Michael, and Diansheng Guo. "Analyzing the Impact of One Important Unplanned Exceptional Event, Hurricanes, on Crime in Louisiana, US Using a Visual Analytics Approach." (2013): 127-136.

Author: Heather Crosby (2011)

ARP: *Explaining achievement: Factors affecting Native American college student success*

Cited: Smallwood, Carol, and Kim Becnel. *Library Services for Multicultural Patrons: Strategies to Encourage Library Use*. Rowman & Littlefield, 2013.

Author: Mark Featherston (2011)

ARP: *High-stakes testing policy in Texas: Describing the attitudes of young college graduates*

Cited: Lorenz, Ramona. *Das Zentralabitur im Kontext der Bildungsgerechtigkeit: Schwierigkeit und Fairness der Abituraufgaben im Fach Englisch in NRW*. Waxmann Verlag, 2013.

Author: Andrew B. Freeman (2013)

ARP: *An Ideal Model for Virtual Communication on Municipal Government Websites*

Cited: Jiménez, Antonio García, and Beatriz Catalina García. "Ciberespacio y ciudadanos: una mirada a través de los ayuntamientos españoles." *Análisis* 46, no. 85 (2014): 325-343.

Author: Peggy Helton (2011)

ARP: *A guidebook of resources for battering intervention and prevention programs in Texas to mitigate risk factors which increase the likelihood of participant drop out*

Cited: Subirana-Malaret, Montse, and Antonio Andrés-Pueyo. "Retención proactiva y adherencia terapéutica en programas formativos para hombres maltratadores de la pareja." *Psychosocial Intervention* 22, no. 2 (2013): 95-104.

Author: Kai Huang (2009)

ARP: *Population and building factors that impact residential fire rates in large U.S. Cities*

Cited: Hensler, Bruce. *Crucible of Fire: Nineteenth-Century Urban Fires and the Making of the Modern Fire Service*. Potomac Books, Inc., 2011.

Author: Jennifer Lindsey (2010)

ARP: *Quality after school time: An evaluative study of the Eastside Story after school program in Austin, TX*

Cited: Gilgoff, Jon, and Shawn Ginwright. "Toward More Equitable Outcomes: A Research Synthesis on Out-of-School Time Work with Boys and Young Men of Color."

Author: Shaina L. Trial (2009)

ARP: *Assessment of patient processing in emergency departments of hospitals*

Cited: Lafta, Riyadh K., and Maha A. Al-Nuaimi. "National perspective on in-hospital emergency units in Iraq." *Qatar medical journal* 2013, no. 1 (2013): 19.

Author: Pam Tise (2013)

ARP: *A Fragile Legacy: The Contributions of Women in the United States Sanitary Commission to the United States Administrative State*

Cited: Marshall, Wesley E., Daniel P. Piatkowski, and Norman W. Garrick. "Community design, street networks, and public health." *Journal of Transport & Health* 1, no. 4 (2014): 326-340.

Author: James Wilson (2009)

ARP: *Policy actions of Texas Gulf Coast cities to mitigate hurricane damage: Perspectives of city officials*

Cited: Peacock, Walter Gillis, Rahmawati Husein, and Recovery Center. "The adoption and implementation of hazard mitigation policies and strategies by coastal jurisdictions in Texas: The planning survey results." (2011).

Cited: Kwon, Tae Jung. "Reframing sustainability in consideration of climate change and natural hazards: focusing on the US natural hazards mitigation trend and case analysis." *Journal of the Korean Society of Civil Engineers* 33, no. 2 (2013): 801-810.

Cited: Shukla, Moumita Mukherjee, and Jai Asundi. "Considering emergency and disaster management systems from a software architecture perspective." *International Journal of System of Systems Engineering* 4 3, no. 2 (2012): 129-141.

Cited: Waller, Lee, and Joe Cuthberston. "Pre Hospital Perspectives in Emergency Management."

Cited: Kadam, Sachin. "Application of ICT in Disaster Management with Emphasis on Indian Subcontinent." *IUP Journal of Information Technology* 8, no. 1 (2012): 48.

*Want insight into the minds of public administration researchers around the world?
Check out the top ten ARP downloads in 2014-2015:*

| AUTHOR | ARP TITLE |
|------------------------------|--|
| Alston, Allyson A. | Are Community Colleges Going the Distance? : An Assessment of Student Support Services for Texas Community and Technical Colleges |
| Baum, Kevin L. | Group Dynamics and Power Structures: Toward a Greater Understanding of the Line-Staff Relationship Within the Austin Fire Department |
| Crosby, Heather | Explaining Achievement: Factors affecting Native American College Student Success |
| Gevana Lynn Salinas | A Preliminary Analysis: Prison Models and Prison Management Models and the Texas Prison System |
| Kiser, Donald | A Location Quotient and Shift Share Analysis of Regional Economies in Texas |
| McClenney, Mary Ann | A Study of the Relationship Between Absenteeism and Job Satisfaction, Certain Personal Characteristics, and Situational Factors for Employees in a Public Agency |
| Roberts, Michael S. | Applying the Andragogical Model of Adult Learning: A Case Study of the Texas Comptroller's Fiscal Management Division |
| Ruiz, Victor, H. | A Knowledge Taxonomy for Army Intelligence Training: An Assessment of the Military Intelligence Basic Officer Leaders Course Using Lundvall's Knowledge Taxonomy |
| Sone, John W. | E-Governance in Central Texas: Patterns of e-Gov. Adoption in Smaller Cities |
| Weathersbee, Julia Catherine | Impact of Technology Integration on Academic Performance of Texas School Children |

To explore all our alumni's ARPs, visit us at http://bit.ly/txstate_arp



**Student-Faculty Collaborative Research
Published in 2014-2015**

Tajalli, Hassan and **Houmma A. Garba**. 2014. "Discipline or Prejudice? Overrepresentation of Minority Students in Disciplinary Alternative Education Programs." *The Urban Review* 46:620-631.

Grisham, Michael, Emily Hanks, and Thomas Longoria. 2014. "To Partner, or Not to Partner? That is a Public Manager Question." *The Public Manager*.

Hanks, Emily and **Samantha Alexander**. 2015. "Same Industry, Same Rules? When Ridesharing Comes to Town" Cases and Simulations Portal for Public and Nonprofit Sectors. *Rutgers School of Public Affairs and Administration*.

INTERNSHIPS

in Public Administration

Within the MPA program, students without public sector experience are required to participate in a semester-long internship program. The internship is designed to provide practical experience, as well as provide an entry-point into public administration.

The internship consists of part-time employment (paid or unpaid) in a public service entity, government-related office, or a non-profit organization. A maximum of three hours credit can be earned through an internship.

Students will generally work an average of 20 hours per week, for a total of 300 hours. The academic component of the public service internship includes a research paper and completion of assigned readings.

Through our connected alumni network, we are able to offer our students with a competitive edge to work in their chosen interest – and we are always looking to expand upon those opportunities. If you would like to learn more about how to become a partner in our program, please contact Dr. Tom Longoria at tl28@txstate.edu, or visit:

www.polisci.txstate.edu/resources/internships-information.html.



INTERNSHIP PARTNERS

The Texas State Public Administrative program relies heavily on our internship partners to provide real world experience for our students. We gratefully acknowledge all our partners.

State Partners

- Office of the Governor
- Texas General Land Office
- Texas Veterans Commission
- Texas Alcoholic Beverage

Local Partners

- City of San Marcos, Finance Office
- City of San Marcos, Solid Waste Department
- San Marcos Regional Airport
- San Marcos Main Street Program
- Hays County Regional Airport

Non-Profit Partners

- AFL-CIO, Austin
- Capitol Area Food Bank of Texas State
- Equal Justice Center
- Haven for Hope
- Hope Alliance
- LBJ Museum of San Marcos
- Nursing a World of Hope
- Refugee Services
- Susan G. Komen Foundation



STUDY ABROAD

Opportunities for Graduates and Undergraduates

The public administration program has undertaken a broad initiative to expand study abroad opportunities for students. International education and cross-cultural experiences enhance cultural competence skills that have been linked to more effective leadership and higher performing public sector organizations.

This strategy builds on the long-standing efforts of two faculty members. Dr. Hassan Tajalli has organized a very successful undergraduate study abroad program in Barcelona, Spain. Dr. Howard Balanoff has organized study trips to Lithuania, France, Italy, and Romania.

Over the past year, Drs. Tom Longoria and Billy Fields have developed study abroad programs for upper division public administration students and MPA students.

In Summer 2016, Dr. Fields will take interested students to the Netherlands. Undergraduates and graduates will tour Amsterdam and Rotterdam with public officials responsible for urban planning and transportation policy.

Dr. Longoria has established a partnership with the Center for Transatlantic Studies that will host students at the University of Alcalá in the Spring 2016 Semester. Two Texas State students will take courses with students from Missouri, South Carolina, Montana, Sweden, Russia, and Spain.



**Amsterdam & Rotterdam,
The Netherlands
Summer 2016**

PROGRAM DATES

On campus classes: June 8, 15, and 22, 2016
Departure from the USA: June 28, 2016
First day of classes abroad: June 29, 2016
Last day of classes abroad: July 11, 2016
Return from Program: July 12, 2016
On campus classes: July 27, 2016

COURSE OPTIONS

POSI 4322 Public Policy Formulation
POSI 4370 Independent Study
POSI 4397 Research in Public Administration
POSI 5340 Problems in American Public Policy
POSI 5398 Directed Readings and Research
POSI 7320 Research Practicum
GEO 4310 Regional Field Studies
GEO 4336 Transportation Systems

For more information contact:

Dr. Billy Fields
wf16@txstate.edu

TEXAS STATE
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PUBLIC ADMINISTRATION

Faculty and Council

Program Faculty

Howard Balanoff, Ed.D.

Endowed Professor
Director, Hobby Center for Public Service
Areas of Interest: Personnel Administration, Comparative Policy & Administration, Organizational Theory & Behavior, and Leadership

Christopher Brown, J.D.

Associate Professor
Areas of Interest: Environmental and Natural Resources Law, and Administrative Law

Jayce Farmer, Ph.D.

Assistant Professor
Areas of Interest: State and Local Government, Fiscal Policy, Urban Policy, and Local Government Administration

Billy Fields, Ph.D.

Assistant Professor
Director, Center for Research, Public Policy, and Training
Areas of Interest: Environmental Policy and Management, Place Management, Hazard Mitigation, and Transportation Policy

Charles Garofalo, Ph.D.

Professor
Areas of Interest: Ethics in Public Administration, Public Policy, Government & Business Relations, and Globalization

Emily Hanks, Ph.D.

Assistant Professor
Areas of Interest: Non-Profit & Voluntary Sector, Public Values, and Applied Communication

Thomas Longoria, Ph.D.

Professor
Director, MPA Program
Areas of Interest: Local Government Policy & Administration, Urban Politics, and Non-Profit Management

Dianne Rahm, Ph.D.

Professor
Areas of Interest: Environmental Policy, Science & Technology Policy, and Public Policy

Nandhini Rangarajan, Ph.D.

Associate Professor
Areas of Interest: Public Management & Organizational Creativity, and Research Methods

Patricia Shields, Ph.D.

Professor
Editor, Armed Forces & Society
Areas of Interest: Civil Military Relations, Pragmatism of Public Administration, and Research Methods

Hassan Tajalli, Ph.D.

Associate Professor
Areas of Interest: Research Methods, Statistics, Program Evaluation, and Public Policy

For more information, please visit:
www.polisci.txstate.edu/people.html



Public Administration Advisory Board

In 2016, the Texas State Public Administration program will undergo re-accreditation by the American Society for Public Administration. Composed of alumni, faculty, and students, the Public Administration Advisory Board counsels the Program Director on trends and needs in the public sector to ensure program is responsive to trends in the workplace.

Larry Douglas, Vice Chair ♦ Eddie Molina, Chair ♦ Ann Eaton, Secretary

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Christian Duran
Brenda Eivens
Micah Grau
Collette Jamison
Nim Kidd
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Christie Pogue
James Quintero
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Minor in Public Administration

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- ♦ Non-Profit Sector
- ♦ Environment, Energy, & Sustainability
- ♦ Urban Policy & Planning
- ♦ Human Resource Management



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