

***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, 2007 - June 30, 2008**

October, 2008

Dear Friends of the Hugo Wall School:

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

The year marked an auspicious milestone in the history of the Hugo Wall School – the 50th Anniversary of the Hugo Wall School of Urban and Public Affairs. In recognition of this momentous event Professors Glenn Fisher, Ed Flentje, Joe Pisciotte, and George Platt established the 50th Anniversary Fund to establish an endowment to benefit the Hugo Wall School and help celebrate the 50-year history of the School. This is the single largest endowment in the Hugo Wall School with the proceeds to be used to provide financial assistance and conference travel assistance to students.

The School's year-long celebration began on September 7, 2007, with a gathering of over one hundred students, alums, and friends for a panel discussion on "Public Administration – Through the Generations" On October 29, twenty-one current and former members of the Sedgwick County Board of County Commissioners and Wichita City Council, along with Hugo Wall School faculty and staff, gathered at a luncheon to celebrate the 50-year partnership between the University, the City, and the County. The School hosted a "Hold'em Those Winter Blues" night on February 7 and festivities culminated with the 50th Anniversary Weekend, April 18-19, 2008. Events over the two days allowed alums, faculty, staff, and friends opportunities to reminisce and catch-up. More than 150 people attended the activities which included: the Hugo Wall Iris Garden dedication, a class reunion breakfast, a Shocker baseball game, and an anniversary reception and dinner. The School was extremely pleased to have Dr. Hugo Wall's son, John Wall, come from California to participate in the weekend activities. An additional highlight to the weekend was the historical video of Dr. Hugo Wall and the work of the School. The School wishes to thank the numerous individuals who worked tirelessly to make the weekend a success and, of course, to those who participated, your support made it all possible.

The year also saw a number of significant changes. In August 2007, Regents Distinguished Professor of Public Finance Bart Hildreth was tapped to serve as interim dean of the Barton School of Business for the 2007-2008 academic year. In December 2007, as the result of an interlocal cooperation agreement between Wichita State University and the City of Wichita, the City Council voted to appoint Ed Flentje as interim City Manager effective January 2 through July 1, 2008. Furthermore, Flentje had already announced his intention to step down as director of the Hugo Wall School in June 2008. Dean Bill Bischoff of Fairmount College of Liberal Arts and Science named Emeriti Professor Joe Pisciotte to head a national search for director of the Hugo Wall School of Urban and Public Affairs. The search committee was comprised of Hugo

Wall School faculty, staff, alums, and community representatives. Two candidates were interviewed, but after much deliberation, the search committee made the recommendation to re-open the search in order to solicit additional candidates. While the search continues, Dean Bischoff appointed myself to serve as the Interim Director of the Hugo Wall School.

Another significant event has been the School's preparation of its self-study report for the National Association of Schools of Public Affairs and Administration (NASPAA) reaccreditation process. NASPAA requires accredited Master of Public Administration (MPA) programs apply for re-accreditation every seven years, in an effort to promote and maintain educational quality in MPA programs. The self-study report contains descriptive information about the degree program and is keyed to document compliance with NASPAA Standards. The self-study report was submitted to NASPAA in August. The report is then forwarded to their Commission on Peer Review and Accreditation (COPRA) for review. During the Spring of 2009, a site visit team will be on campus to review the School's program. A final accreditation decision will be announced by COPRA in June 2009.

Related, the Hugo Wall School Advisory Board was established at the initiative of Hugo Wall School alums. The Advisory Board is charged to work with the Hugo Wall School director, faculty, and University officers to provide perspective on the direction of the School; advise on curriculum that is dynamic and challenging; provide support in recruiting outstanding faculty, staff and students; advocate the mission of the School; and assist in identifying and procuring additional resources to support the School and its programs.

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

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

Sincerely,

John D. Wong
Interim Director and Professor

**Hugo Wall School of Urban and Public Affairs
Annual Report, 2007-2008**

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Hugo Wall School of Urban and Public Affairs Highlights, 2007-2008

50th Anniversary Celebration

- Professor George Platt worked with Misty Bruckner on planning for the Hugo Wall School's 50th Anniversary Celebration. Professor Platt spearheaded the Hugo Wall Iris Bed project and the preparation of the 50th Anniversary commemorative book
- Contributions to the 50th Anniversary Fund of the Hugo Wall School topped \$145,000. Professors Glenn Fisher, Ed Flentje, Joe Pisciotte, and George Platt established 50th Anniversary Fund at the Wichita State University Foundation to establish an endowment to benefit the Hugo Wall School and help celebrate the 50-year history of the School. The proceeds of the endowment will be used to provide financial assistance and conference travel assistance to students.
- The 50th Anniversary "\$50 for 50 Years" Campaign received over \$6,000 in contributions from alumni, constituents, and friends. The funds went to help build the financial base of the Hugo Wall Fellowship endowed fund.
- The School held its 50th Anniversary Kick-Off Celebration with a panel discussion on "Public Administration—Through the Generations," on Friday, September 7, 2007 at the Marcus Welcome Center, on the Wichita State University campus.
- Twenty-one current and former members of the Sedgwick County Board of County Commissioners and Wichita City Council, along with Hugo Wall School faculty and staff, gathered at a luncheon on October 29, 2007, at the Old Cowtown Visitor's Center to celebrate a 50-year partnership between the University, the City, and the County.
- The Hugo Wall School hosted a "Hold'em Those Winter Blues" night on February 7, 2008 at the Courtyard by Marriott in Old Town. While most enjoyed the music and fellowship, a few joined in the Texas Hold'em Tournament organized by alums Jay Newton and Scott Moore. Big winners for the evening were alum Mark Detter, at the recreational table and alum Nick Gregory, at the competitive table.
- The Hugo Wall School 50th Anniversary Weekend, April 18-19, 2008, was a great celebration. Another highlight of the weekend was the debut of the historical video of Dr. Hugo Wall and the work of the School which was shown at the dinner. More than 150 people attended the activities, which included the Hugo Wall Iris Garden Dedication on Friday and the Class Reunion Breakfast, Shocker Baseball game, and the Anniversary Reception and Dinner on Saturday.
- After several years of hiatus, the faculty agreed the School's 50th Anniversary year was a good time to reinstate the Hugo Award. Presented at the School's annual Celebration of Excellence and Commencement Luncheon, the Hugo is a "traveling" award that recognizes the important role friends of the Hugo Wall School have in its success. Bill Buchanan, Sedgwick County Manager and loyal friend of the School, was the 2008 recipient.

Instruction

- Twenty-five students were awarded the Master of Public Administration degree in winter and spring graduation ceremonies.
- During 2007-08, ten students completed Graduate Certificate programs as follows: six received the Graduate Certificate in City and County Management; three the Graduate Certificate in Public Finance, and one the Graduate Certificate in Economic Development.
- Eleven students were awarded graduate assistantships in the Hugo Wall School.
- Ten students were awarded fellowships through endowed funds of the Hugo Wall School.
- Twenty-nine public and nonprofit managers representing eight cities and two counties completed the MiniMPASM, a program of executive development in public administration inaugurated by faculty in 2001.
- In preparation for the National Association of Schools of Public Affairs and Administration (NASPAA) re-accreditation process, School faculty updated the School's self-study report.

Research

- Hugo Wall School faculty and staff completed 3 applied research projects during the year in response to requests from state and local officials in Kansas.
- Hugo Wall School faculty contributed 35 articles, books, monographs, chapters, agency reports, and other publications during 2006-08.
- Professor Hildreth continued to serve as a contributing editor (Financial Management chapters) for the *Encyclopedia of Public Administration and Public Policy*.
- Professor Wong continued to serve as a contributing editor (Capital Improvement Planning and Budgeting chapters) for the *Encyclopedia of Public Administration and Public Policy*.
- Professor Bart Hildreth continued as editor-in-chief of the *Municipal Finance Journal*, the only quarterly national journal devoted to municipal securities.
- Professor Bart Hildreth served as book review editor of the *International Journal of Public Administration*, and Professors Hildreth and Yeager served on the editorial boards of a number of academic journals in the field of public administration.

Service

- Ms. Lisette Jacobson oversaw the School's 17-year relationship with the City Clerks and Municipal Finance Officers Association of Kansas that provides professional development through the certification institute, master academy, and annual conference for association members.
- Mr. Joe Yager oversaw the School's 10-year relationship with the Regional Economic Area Partnership, an alliance of thirty-four cities and counties in south central Kansas.
- Professor Bart Hildreth and Ms. Lisette Jacobson oversaw the School's eight-year relationship with the Kansas Government Finance Officers Association that provides

professional development through regional seminars and a fall conference for association members through the Kansas Public Finance Center.

- Ms. Lynne McCraw Schall oversaw the sixth year of the Nonprofit Executives Seminar, that offers topical seminars for directors of nonprofit agencies in Sedgwick County.
- Ms. Lisette Jacobson oversaw the School's relationship with the Kansas County Clerks' and Election Officers' Association that provides professional development for the Association through an annual certification institute and master academy.
- Ms. Lisette Jacobson oversaw the sixth year of the MiniMPASM, that provides executive development in public administration for public and nonprofit managers.
- The Hugo Wall School co-sponsored the President's Colloquy at the annual meeting of the ICMA in Pittsburg, Pennsylvania, on October 8, 2007. The session was in honor of Sedgwick County Manager Bill Buchanan, adjunct professor in the School and out-going president of ICMA. The President's Colloquy on "Dealing with Cranky Officials" was conducted as an after-dinner conversation among managers. Buchanan moderated the session. Other panelists included Mike Conduff, former city manager and currently president and CEO of The Elim Group, Denton, Texas, and Darron Leiker, city manager of Wichita Falls, Texas.

Faculty and Staff

- The Wichita City Council and WSU entered into an interlocal cooperation agreement, to appoint Ed Flentje as interim City Manager. The appointment was effective January 2 - July 12, 2008.
- Regents Distinguished Professor of Public Finance Bart Hildreth was appointed to serve as interim dean of the Barton School of Business for the 2007-2008 academic year.
- Dean Bill Bischoff of the Fairmount College of Liberal Arts and Sciences appointed Dr. John Wong to serve as the Interim Director of the Hugo Wall School of Urban and Public Affairs effective January 28, 2008.
- Former Wichita City Manager George Kolb agreed to teach Public Administration 825: State and Local Government Administration for the Spring 2008 semester.
- Ms. Angela Krummel-Buzard joined the School as a public affairs associate in October. Her appointment was made possible through an extension of the School's assistance to the Regional Economic Area Partnership and its newly established Water Resources Committee.
- Faculty and staff served on a number of state and local boards and commissions: Professor Glenn Fisher on the Kansas Civil Service Board; Professor Ed Flentje on the Affordable Air Service Coalition; Professor Bart Hildreth on the Kansas Sales Tax Simplification Committee, the Wichita Public Building Commission, Emergency Management Board for the City of Wichita, and the Small Business Micro-Loan Committee for the City of Wichita; Ms. Lynne McCraw Schall on the Leadership Development Subcommittee of the Nonprofit Chamber of Service of Sedgwick County, Inc.; and Professor John Wong on the Kansas Consensus Revenue Estimating Group.
- In terms of University service, Professor Sam Yeager served in the Faculty Senate and on the College Council; Professor Platt served on the Wichita Historic Preservation Board,

- the Ulrich Museum Outdoor Sculpture Committee and the University Historic Preservation Committee.
- On recommendation of Hugo Wall School faculty, retired Professor Joe Pisciotte was granted emeritus status as Professor of Urban and Public Affairs Emeritus by Wichita State University.
 - Ms. Lynne McCraw Schall retired in June after seventeen years of service to the School and WSU.

Director's Search

- Dean Bill Bischoff of Fairmount College of Liberal Arts and Science named Emeriti Professor Joe Pisciotte to head a national search for director of the Hugo Wall School of Urban and Public Affairs after Ed Flentje has announced his plans to step down as director in June of 2008. The search committee was comprised of Hugo Wall School faculty, staff, alums, and community representatives.
- The Search Committee brought two candidates to Wichita for interviews. After conclusion of the interviews and much deliberation, the search committee made the recommendation to re-open the search in order to solicit additional candidates. The search is presently ongoing.

Hugo Wall School Advisory Board

- The Hugo Wall School Advisory Board was officially established on September 7, 2007 with the adoption of bylaws and the election of officers. The Advisory Board was established at the initiative of Hugo Wall School alums who have been developing an advisory structure over the previous nine months. The Advisory Board is charged to work with the Hugo Wall School director, faculty, and University officers in a variety of ways such as advising on the direction of the School, student/faculty recruitment, MPA curriculum, and identifying additional resources for the School's programs.
- 2007-08 officers were: Ms. Kathy Sexton, chair; Mr. Brad Mears, chair-elect; and Mr. Howard Partington, secretary-treasurer.
- The Advisory Board established a Development Committee, with Mr. Joe Palacios serving as committee chair. The Development Committee was charged with undertaking fund raising as part of the 50th Anniversary celebration, organizing a campaign to ask all Hugo Wall School alums and friends of the School to make a financial contribution during the year. A "\$50 for 50 Years" campaign during the spring semester raised over \$6,000 to be placed in the Hugo Wall Fellowship Fund to increase fellowship stipends in coming years.

Mission

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

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

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

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

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

History

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

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

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

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

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

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

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

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

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

Master of Public Administration

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

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

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

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

Since 1974, 459 graduate degrees (MUA or MPA) have been awarded. The following table reports degrees awarded for five-year periods since the degree was initiated.

1974-1979 (MUA)	52
1980-1984 (MUA)	62
1985-1989 (MPA)	42
1990-1994 (MPA)	49
1995-1999 (MPA)	75
2000-2004 (MPA)	85
2005-present (MPA)	94
Total Degrees Awarded	459

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

Twenty-five 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
Eugene Anderson	Chairman, United Builders & Contractors
James Bohannon	Police Lieutenant, City of Wichita
Trinh Bui	Budget Analyst, City of Wichita
Dianna Carter	Appraiser, McPherson County
Chris Cordes	Staff Assistant, U.S. Army Reserve
Bethany Dafforn	Administrative Assistant, FAA
Michael Duhn	In Transition
Angee Fanning	Social Worker, SRS
Garrett Geringer	Landscaper
Rebecca Hill	Social Worker, SRS
Andrew Hixson	Program Manager, League of Kansas Municipalities

MPA Graduates	Current Placement/Status
Kathy Mattison	Regional Supervisor, SRS - Hutchinson
Michelle Meyer	Management Intern, City of Wichita
Jason Osterhaus	Financial Analyst, SRS - Topeka
LaShonda Porter	Neighborhood Assistant, City of Wichita
Richard Reed	In Transition
Amanda Reinert	Board Coordinator, Workforce Alliance
Michael Roosevelt	Deputy Fire Chief, City of Andover
Stephen Shaughnessy	Director of Employment and Day Services, KETCH
Sarah Stephens	Co-owner, Safe Riders, Inc.
Matthew Stiles	Management Intern, City of Bel Aire
Michelle Stroot	Management Intern, City of Wichita
Artrica Thomas	Management Intern, Sedgwick County
Jessica Victors	In Transition
Yusi Zheng	Fundraising Internship, Visions in Action - DC

The Hugo Wall School also offers four graduate certificate programs. The *Graduate Certificate in Public Finance* was initiated in the fall of 2001 and requires completing a sequence of four graduate-level courses in public finance: public sector economics, state and local government finance, public budgeting, and public financial management. The *Graduate Certificate in Economic Development* was added in the fall 2003 and requires completing a sequence of four graduate-level courses in economic development: planning process, urban land development, urban economics, and state and local economic development. In 2004, the *Graduate Certificate in City and County Management* was introduced and requires completion of the following courses: public management of human resources, state and local government finance, state and local government administration, and **one** of the following: planning process, state and local economic development, local government law or public works administration. The *Graduate Certificate in Nonprofit Management* was approved in the fall of 2007 and requires the completion of four graduate-level courses including: public management of human resources, state and local government finance, fundraising and financial management in nonprofit organizations, and **one** of the following: economic insecurity, public policy analysis and program evaluation, community networks, or alternative service delivery.

Graduate certificates are available to MPA students, students completing other graduate degrees at Wichita State University, and non-degree students who have completed their undergraduate degree and seek advanced study in public finance, economic development or city

and county management. Completion of the graduate certificate is recognized on the student's official university transcript.

During the 2007-08 academic year the *Graduate Certificate in Public Finance* was completed by Trinh Bui, Bethany Dafforn, and Matt Stiles. The *Graduate Certificate in Economic Development* was completed by Yusi Zheng. The *Graduate Certificate in City and County Management* was completed by James Bohannon, Trinh Bui, Chris Cordes, Angee (Sisco) Fanning, Amanda Reinert, and Matt Stiles.

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. For the 2008-2009 academic year graduate assistants will receive a nine-month stipend of \$9,000, a \$1,000 increase over prior years, and may also qualify for resident tuition, as well as a partial tuition waiver. To be eligible for a graduate assistantship in the Hugo Wall School, a student must be admitted in full standing to the MPA degree and also be enrolled in a minimum of nine graduate credit hours each semester during the assistantship.

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

Sally Ann Afedoe	Linsey Sipult
Laura Higbee	Matt Stiles
Nathan Law	Michelle Stroot
Samuel Ofei-Dodoo	Tricia Thomas
Jason Osterhaus	Yusi Zheng
Amanda Reinert	

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

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

Over the past year, 10 fellowship awards were made to the following students:

Hugo Wall Fellows:

Mark Dugan (Fall 2007), Jason Osterhaus, Matt Stiles, and Michelle Stroot

George Pyle Fellows:

Amanda Reinert (Fall 2007) and Mark Dugan (Spring 2008)

George Van Riper Fellow:

Linsey Sipult

Mike Hill Fellows:

Ann Mackey, Lemuel Moore, Michelle Tennyson

Center for Urban Studies

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

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

- leadership development for those engaged in governing community organizations;
- customized leadership, executive, management, and professional development for appointed officials;
- facilitation of governing body retreats and community forums;
- education and certification for members of professional associations;
- consultation on community goal setting and strategic planning;
- community and organizational surveys; and
- applied research on issues identified by state and local officials and community leaders.

Kansas Public Finance Center

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

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

Ongoing Service Activities

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

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

- facilitated several strategic organization planning sessions for the Mid-America All Indian Center;
- facilitated professional development training session for the City of Wichita during fall and spring semesters;
- facilitated several meetings of the ad hoc task force evaluating the current schedule for rabies vaccinations for the City of Wichita; and
- facilitation for Regional Economic Leadership Summit, sponsored by Regional Economic Area Partnership and Visioneering Wichita (October 19, 2007).

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

- work completed on the financial analysis portion of the Cultural Arts Plan Update for the City of Wichita and Sedgwick County;
- strategic analysis of economic development expenditures in Kansas and five surrounding states for Kansas, Inc.; and
- analysis of regional economic trends for the Regional Economic Leadership Summit sponsored by REAP and Visioneering Wichita.

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

- consultation and assistance on a Cultural Arts Plan Update to include governance, finance and the value of cultural arts in the community for the City of Wichita and Sedgwick County;
- provided support and assistance to the Selection Committee on the search process for the city manager for the City of Wichita; and
- technical assistance, facilitation and consultation began on the strategic planning process for the Wichita Fire Department.

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

- “Reflections on the Greensburg Tornado” October, 18, 2007, presented by Steve Hewitt, Greensburg City Administrator
- “Emergency Management: Roles, Expectations and Intergovernmental Relations,” presented by Dennis McKinney, Kansas State House Representative, District 116 –Representing Greensburg and Dan Best, Division Director of Disaster Operations, FEMA Region VII
- “Crisis Communications”, May 9 2008, presented by Van Williams, City of Wichita, Public Information Officer and ID Creech, City Administrator of Valley Center
- “The Long Recovery: Managing the Long-term Financial and Economic Development Impact of a Disaster,” June 20, 2008, presented by Jeff Morris, Coffeyville, City Manager

The Wichita Assembly. In 1991, the Center for Urban Studies conducted the first Wichita Assembly on behalf of Wichita State University in collaboration with local governments and civic organizations in the area. The Wichita Assembly seeks to provide a neutral and structured forum for citizens to discuss specific community issues, examine alternatives for responding to issues, and work toward a consensus for community action. Six assemblies were

held during the early 1990s on issues such as community decision making, governmental cooperation and consolidation, children at risk, community communication, environmental quality, and solid waste management.

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

As a follow-up to the 2004 *Sedgwick County Assembly: Prescription for Healthy Citizens*, faculty and staff of the Hugo Wall School assisted Sedgwick County and other community partners to convene the *Sedgwick County Summit on Health Access*, in June 2007. Over 100 participants at the Summit helped identify community-based solutions to increase citizens access to health care. More than two-thirds of the participants committed to continue working on the strategies and solutions in the future.

During 2007-08, the School served as advisor and facilitator for the Implementation Team of the Sedgwick County Health Access project. In January 2008, team members met in a joint meeting with the Kansas Health Policy Authority representative to discuss the opportunities and challenges surrounding health access.

City Clerks and Municipal Finance Officers Association of Kansas. In 1991, the Center for Urban Studies responded to a request from the City Clerks and Municipal Finance Officers Association of Kansas to provide professional development through the Kansas/International Institute of Municipal Clerks Certification Institute and Master Academy and to coordinate the Association's annual Spring Conference. The Certification Institute consists of 100 hours of professional development divided evenly into three annual classes (years 1, 2, and 3). Effective January 1, 2007, the Certification Institute's hours of professional development have been increased from 100 hours to 120 hours. Additionally, the annual Spring Conference of the Association attracts city clerks and municipal finance officers from 150 Kansas cities to Wichita.

During the past year, 74 city clerks and staff from city clerk offices in Kansas completed professional development through the Certification Institute; 81 city clerks completed the Master Academy; and over 170 city clerks and municipal finance officers attended the Spring Conference. Twelve participants completed Year Three, graduating from the Institute and fulfilling the educational requirement for their professional designation "Certified Municipal Clerk" (CMC). The main theme of the Master Academy was Human Resource Management and topics ranged from workers compensation, the Family Medical Leave Act, and the Americans with Disabilities Act, to employee records management, recruitment, and employee relations. Speakers at the Spring conference included John Valusek, Ph.D., and Mark Gideon, M.A. Dr. Valusek's addressed issues on human awareness and human relations along with promotion of improved mental health, positive self-awareness, and the general enhancement of human

well-being. Mr. Gideon's focused on listening skills, leadership development, and effective strategies to improve retention of information. The programs scheduled were as follows:

- Kansas/IIMC Municipal Clerks Certification Institute (November 12-16, 2007);
- Master Municipal Clerk Academy (November 15-16, 2007); and
- "An Agenda for Excellence," Spring Conference (March 11-14, 2008).

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

Kansas County Clerks' and Election Officials' Association. In 1992, the Kansas County Clerks' and Election Officials' Association invited the Center for Urban Studies to collaborate in the design and development of a Certification Institute for County Clerks in Kansas. A three-year, 100-hour Institute, emphasizing professional development in public management, interpersonal skills, and technical skills, began with approximately 50 county clerks in 1993. In 1994, the Institute was designated the Sanborn Institute after Dorothy Sanborn, the Seward County Clerk who championed its creation. Since 1995, 95 county clerks have earned certification through the Institute. The Association requested continuing education for certified county clerks, and in 1998, the Center designed and developed the Sanborn Master Academy. In accordance with the training schedule, the following program was offered in 2007-2008:

- Sanborn Master Academy (April 10-11, 2008).

Fifty county clerks participated in the Master Academy; the Certification Institute cycle will begin again in 2009.

Midwest Regional Public Finance Conference. In 1996, the Kansas Public Finance Center and the Center for Urban Studies conducted the first Midwest Regional Public Finance Conference. The annual conference takes place each February in Wichita and attracts finance professionals, primarily from Kansas, Oklahoma, and Missouri; and utilizes nationally recognized speakers on cutting-edge public finance topics. Pre-conference sessions are also offered. Conference sessions address the financial affairs of municipalities, counties, schools, community colleges, state agencies, municipal utilities, and special authorities. This past February, 86 public finance professionals participated in three pre-conference sessions and over 90 participated in the 12th Annual Midwest Regional Public Finance Conference, as follows:

- Intermediate Governmental Accounting," six-hour pre-conference session (February 20, 2008);
- Your Community's Economic Barometer: Understanding How Economic Trends Affect Your Bottom Line," four-hour pre-conference session (February 21, 2008). There was a special appearance by the Chancellor of Western Carolina University, Dr. John Bardo, who spoke on the concepts of regionalism and community development.;

- Replay of the 12th Annual Governmental GAAP Update, GFOA Satellite Video Conference,” four-hour pre-conference session (February 21, 2008);
- The keynote address, “Finance: In the Board Room and Hearing Room,” was delivered by Allen J. Proctor, Founder and Principal of Allen Proctor Consulting, LLC. (February 21, 2008);
- A second general session presented by Tom Deutsch on “Mortgage Finance and the American Economy: Lessons Learned and Developing Trends” featured a discussion involving the highly publicized subprime mortgage crisis. Mr. Deutsch is the Deputy Executive Director of the American Securitization Forum (February 21, 2008); and
- The George Van Riper Endowed Public Finance Colloquium, “Debt Management Practices and the Effect on Community Bond Ratings,” included guest speakers Melanie Shaker, Director, Fitch IBCA; Mal Fallon, Managing Director, Standard & Poor’s; and Rachel Cortez, Analyst, Mood’s Investors (February 22, 2008).

MiniMPASM. In 1996, Sedgwick County, the City of Wichita, and the Center for Urban Studies collaborated to design and develop an “executive development institute” for senior managers in city and county governments. In 2001, the executive development institute was transformed into a MiniMPASM that provides executive development in public administration to public and nonprofit managers in the region. The MiniMPASM is targeted to public sector professionals with specialized experience who are moving into positions of managerial responsibility, specialists seeking broader exposure, and experienced managers seeking a refresher in the latest concepts. Hugo Wall School faculty serve as instructors for the program, and participants devote sixteen Friday mornings to three-hour sessions on public policy, public finance, and public management. This past year, twenty-six professionals representing six cities, two counties, and two nonprofit agencies completed the program. Since its inception, 178 professionals representing sixteen cities, six counties, and twelve nonprofit organizations have been awarded the MiniMPA.

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

REAP and Visioneering Wichita sponsored the 2nd Annual Regional Leadership Summit of governmental and business leaders in south-central Kansas, on October 19, at the Wichita Airport Hilton. Hugo Wall School Professor John Wong addressed the summit highlighting strategic economic trends and the challenges confronting economic development in the region. Wong’s presentation titled, “Are We Moving in the Right Direction?,” challenged participants to

define the goals and problems, and assess alternate solutions given the economic environment of the regional economy. Following Wong's presentation, participants joined in small group discussions on regional approaches to economic issues of entrepreneurship, manufacturing, and arts, entertainment, and recreation. Panels of experts provided insight for these discussions which were facilitated by Ms. Misty Bruckner, Mr. Keith Lawing, and Mr. Tim Richards, and assisted by Hugo Wall School graduate assistants. The Summit was organized by Mr. Joe Yager and Graduate Assistants Amanda Reinert and Nathan Law; Professor Ed Flentje served as moderator.

At a reception following the leadership summit, the Regional Economic Area Partnership celebrated its 10th Anniversary as a unique regional collaboration and partnership with the Hugo Wall School and Wichita State University. Dr. Ed Flentje, was recognized for 10 years of outstanding service in fostering regional cooperation for South Central Kansas. The recognition was presented by Sedgwick County Commissioner and REAP Chairman, Tom Winters, who was accompanied by four previous REAP Chairmen: former Wichita Mayor Bob Knight; former Cheney Mayor Carl Koster; Winfield Mayor Mike Ledy; and Newton Mayor Willis Heck. Wichita State University President Don Beggs spoke on the vision and leadership of the organization, encouraging the continuation of the strong relationship between REAP and WSU.

REAP Water Resources Committee. In 2007, the Center for Urban Studies was asked to assist REAP in the creation of a Water Resources Committee. The Committee identifies and coordinates collaborative efforts on regional issues of water quality and quantity in South Central Kansas. This past year the Center for Urban Studies entered into agreement with REAP to assist the Committee by performing a secretariat function, providing staffing, and assisting in the identification of regional priorities and development of a regional agenda.

Over 100 participants attended the regional water conference, "Water: A Regional Approach," hosted by the Regional Economic Area Partnership (REAP) Water Resources Committee on May 29. The conference included a full day of general and concurrent sessions discussing the current and future state of water resources in the south central region, as well as across the state.

Kansas Association of City/County Management. In 1999, the Kansas Association of City/County Management (KACM) requested the assistance of the Center for Urban Studies in conducting the Association's winter seminar. As a result of the successful event in 2000, the Center entered into an agreement with the Association to conduct the winter seminar on an annual basis in Wichita.

The 2008 KACM Winter Seminar, "From Government to Governance," was held February 8. Professor Mark Glaser was the keynote speaker and provided insight on how the current global environment is impacting the relationship between government and citizens. Glaser's research provides evidence that citizens who are attached to community are more willing taxpayers particularly when they feel that local government is investing rather than spending their tax dollars. Two panel discussions followed the keynote address, "Self-Interest v. Community Interest – The Kansas Perspective" and "The Role of the City Manager – Changing

the Community Tide.” Glaser’s presentation and follow-up panel discussions, challenged managers to rethink their leadership role in being the connection between government and citizens. More than 80 participants attended the seminar.

Kansas Government Finance Officers Association. In 2000, the Kansas Government Finance Officers Association was established and requested the Kansas Public Finance Center to provide professional development for Association members. In response, the Center conducts regional seminars and an annual conference for the Association. This past year over 175 public finance professionals participated in the following seminar and conference conducted for the Kansas Government Finance Officers Association by the Kansas Public Finance Center:

- “2007 Accounting Update,” summer seminar (Kansas City, Kansas: August 30, 2007); and
- 8th Annual Fall Professional Conference: “The Ever Expanding Role of the Finance Officer,” (Overland Park: October 17-19, 2007). Two pre-conference seminars were offered: “Intermediate Governmental Accounting: Building Skills Beyond the Basics” and “Financial Trend Analysis.” Concurrent sessions included topics such as the Cost of Compliance and GASP, the National Incident Management System, Accounting for Disasters, Personal Property Assessed Valuation, Ethics Training, and Practicing Wellness.

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

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

- “Breaking New Ground: The First Profile of Nonprofit Organizations in Sedgwick County,” Presented by Professor Melissa Walker and graduate assistants Tricia Thomas, Yusi Zheng, and Jason Osterhaus (November 2, 2007);
- “Overview of Financial Management in Nonprofit Agencies,” presented by Professor Nancy McCarthy Sndyer (January 18, 2008);

- “Financial Statements for Nonprofit Agencies,” presented by Professor Melissa Walker (April 4, 2008); and
- “Member's Choice,” presented by Professors Nancy McCarthy Snyder and Melissa Walker (July 18, 2008).

Faculty Publications, 2006-08

Flentje, H. Edward, “Fiscal Trends in Kansas: Taxing, Spending and Borrowing,” *Kansas Policy Review*, 28 (1), Spring 2006, 21-30. With W. Bartley Hildreth.

Fisher, Glenn W., *Erosion of the Property Tax Base*, Report to the Kansas Department of Revenue in Cooperation with the Kansas Advisory Council on Intergovernmental Relations. Wichita: Kansas Public Finance Center, Hugo Wall School of Urban and Public Affairs, Wichita State University (December 2006).

Fisher, Glenn W., “Sizing Up Kansas Public Finance,” *Kansas Policy Review*, 29 (1), Spring 2007, 13-21. With H. Edward Flentje, W. Bartley Hildreth, and John D. Wong.

Glaser, Mark A., “Collaborative Community-Based Public Education and Neighborhood Schools: Assessments of Racial Harmony and Issues of Equity,” *The Innovation Journal*, 11 (3), 2006. With Nancy McCarthy Snyder, Patricia Stevens, Crystal Gile and Edward P. Young.

Glaser, Mark A., “Involving Citizens in the Decisions of Government and Community: Neighborhood-Based vs. Government-Based Citizen Engagement,” *Public Administration Quarterly*, 30 (1), 2006. With Samuel J. Yeager and Lee Parker.

Glaser, Mark A., *Engaging the Community in Strategic Public Education Decisions*, Report to the Unified School District 259. Wichita: Hugo Wall School of Urban and Public Affairs, Wichita State University (January 2006).

Glaser, Mark A., “Networks and Collaborative Solutions to Performance Measurement and Improvement in Sub-Saharan Africa,” in Anwar Shah (editor), *Performance Accountability and Combating Corruption. Public Sector Governance and Accountability Series*. Washington, D.C.: World Bank, 2007, pp. 89-131.

Hildreth, W. Bartley, “Canadian and American Federalism in the Capital Markets: Comparative Debt Financing,” *Canadian Foreign Policy*, 12 (3) 2006, 93-104.

Hildreth, W. Bartley, “Leading the Way to Better Budgeting,” *Government Finance Review*, 22 (2), April 2006, 50-58. (Issue was devoted to the Centennial Anniversary of the Government Finance Officers Association.)

- Hildreth, W. Bartley, *Kansas Local Government 2005 Debt Affordability Study*, Report to the Kansas Department of Revenue in Cooperation with the Kansas Advisory Council on Intergovernmental Relations. Wichita: Kansas Public Finance Center, Hugo Wall School of Urban and Public Affairs, Wichita State University (December 2006). With Anthony Swartzendruber.
- Hildreth, W. Bartley, "Electric Industry Restructuring," in Joseph R. Marbach, editor-in-chief, *Federalism in America: An Encyclopedia*. Westport, CT: Greenwood Publishing, 2006, 175-176.
- Hildreth, W. Bartley, "Osborne, Again: A Local Government Perspective (review of *The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis*, 2004)," *State and Local Government Review*, 38:1 (2006).
- Hildreth, W. Bartley, *State and Local Government Budgeting Practices Handbook*. Austin, TX: Sheshunoff Information Services, 2006 and 2007 updates. With Charles Mecimore.
- Hildreth, W. Bartley, *State and Local Government Debt Issuance and Management Service*. Austin, TX: Sheshunoff Information Services, 2006 and 2007 updates.
- Hildreth, W. Bartley, contributing editor (Financial Management chapters), *Encyclopedia of Public Administration and Public Policy*. New York, NY: Marcel Dekker, Inc., 2006 and 2007 updates.
- Hildreth, W. Bartley, "Local Debt Management," in Anwar Shah (editor), *Local Public Financial Management*. Washington, D.C.: World Bank, 2007, pp. 109-155. With Gerald Miller
- Hildreth, W. Bartley, *Handbook of Public Administration, Third Edition*. New York, NY: Taylor & Francis, 2007, 1243 pp. Co-editor with Jack Rabin and Gerald J. Miller.
- Hildreth, W. Bartley, "Local Government Own-source Revenues and Debt: Structure and Stress," in Michael A. Pagano and Robert Leonardi (editors), *The Dynamics of Federalism in National and Supranational Political Systems*. Basingstoke, Hampshire: Palgrave Macmillan, 2007, pp. 136-165.
- Hildreth, W. Bartley, "What Difference Does Having an MPA Make?" *Journal of Public Administration Education* 13:2 (2007), 147-167. With S.J. Yeager, G.J. Miller, and J.Rabin
- Hildreth, W. Bartley, "The Relative Effects of Supervisors Emphasizing Ethical Behavior Versus Political Responsiveness," *Public Integrity* 9:3 (2007), 265-281. With S.J. Yeager, G.J. Miller, and J. Rabin.

Hildreth, W. Bartley, editor-in-chief, *Municipal Finance Journal*, vol. 26, no. 3, 89 pp.; vol. 26, no. 4, 87 pp.; vol. 27, no. 1, 88 pp.; and vol. 27, no. 2, 118 pp., Civic Research Institute.

Platt, George M., "Ruth Graves: A Girl Who Went From Wichita to Paris and Won Success," *The Shocker* (Spring 2008), 47-48.

Snyder, Nancy McCarthy, "Collaborative Community-Based Public Education and Neighborhood Schools: Assessments of Racial Harmony and Issues of Equity." *The Innovation Journal*, 11 (3), 2006. With Mark A. Glaser, Patricia Stevens, Crystal Gile and Edward P. Young.

Walker, Melissa A., "Program Characteristics and the Length of Time Clients are in Substance Abuse Treatment" *Journal of Behavioral Health Services & Research* (June 2008).

Wong, John D., *Review of Harper County, Kansas Property Tax and Plumb Thicket Landfill Revenues*, Report to Harper County, Kansas. Wichita: Kansas Public Finance Center, Hugo Wall School of Urban and Public Affairs, Wichita State University (2006).

Wong, John D., *Sales Tax Erosion in Kansas*, Report to the Kansas Department of Revenue in Cooperation with the Kansas Advisory Council on Intergovernmental Relations. Wichita: Kansas Public Finance Center, Hugo Wall School of Urban and Public Affairs, Wichita State University (December 2006).

Wong, John D., *Kansas Tax Incidence Study: Who Pay Kansas Individual Income, Residential Property, and Retail Sales Taxes and Kansas Tax Incidence Study: Who Pay Kansas Individual Income, Residential Property, and Retail Sales Taxes: Detailed Appendix*, Topeka, KS: State of Kansas, Department of Revenue (2006).

Wong, John D., *How Public Funds Investment Policy Impacts the Kansas Economy: An Analysis and Adaptation of Previous Research*. Topeka: Kansas Bankers Association and Community Bankers Association of Kansas (2006).

Wong, John D., *State of Kansas Adjusted General Fund Tax Receipts, Rates of Change, Elasticities, and Composition: Fiscal Years 1988 Through 2006*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2006.

Wong, John D., *The Governor's Economic and Demographic Report: 2005-2006*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2006.

Wong, John D., Contributing editor (Capital Improvement Programming and Capital Budgeting chapter), *Encyclopedia of Public Administration and Public Policy*. New York, NY: Marcel Dekker, Inc., 2006 and 2007 updates.

- Wong, John D., *State of Kansas Adjusted General Fund Tax Receipts, Rates of Change, Elasticities, and Composition: Fiscal Years 1989 Through 2007*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2007.
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- Wong, John D., "Sizing Up Kansas Public Finance," *Kansas Policy Review*, 29 (1), Spring 2007, 13-21. With Glenn W. Fisher, H. Edward Flentje, and W. Bartley Hildreth.
- Wong, John D., "Consensus Revenue Forecasting in State Government." In *Handbook on Government Budget Forecasting*, edited by Jinping Sun and Thomas Lynch. New York: Marcel Dekker, Inc., 2008, pp. 431-55. With Carl D. Ekstrom.
- Wong, John D., "Using Census Data to Forecast New Sales Taxes in Small- and Medium-Sized Cities." In *Handbook on Government Budget Forecasting*, edited by Jinping Sun and Thomas Lynch. New York: Marcel Dekker, Inc., 2008, pp. 241-79.
- Wong, John D., *The Governor's Economic and Demographic Report: 2007-2008*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2008.
- Wong, John D., "*Strategic Analysis of Economic Development Expenditures by Kansas State Government and Five Surrounding State Governments: FY 1989 - FY 2007*," Kansas, Inc., 2008.
- Yeager, Samuel J., "How Finance Managers Deal with Ethical Stress," *Public Administration Review*, 65:3 (May/June 2005), 301-312. With Gerald J. Miller, W. Bartley Hildreth, and Jack Rabin.
- Yeager, Samuel J., and Parker, Lee. "Engaging Citizens: Neighborhood-based Organizations vs. Citizen Participation Organizations." *Public Administration Quarterly*, 30, 2, Summer 2006, 177-217. With Mark Glaser and Lee Parker.
- Yeager, Samuel J.; Hildreth, W. Bartley; Miller, Gerald, and Rabin, Jack. "What Difference Does Having an MPA Make?" *Journal of Public Administration Education*, 13, 2, 2007, 147-167.
- Yeager, Samuel J., "Relative Effects of Supervisory Emphasis on Ethical Behavior Versus Political Responsiveness." *Public Integrity*, 9, 2, Summer 2007, 265-283. With Hildreth, W. Bartley; Miller, Gerald, and Rabin, Jack.
- Yeager, Samuel J., "The Relative Effects of a Supervisory Emphasis on Ethical Behavior Versus Political Responsiveness," *Public Integrity*, 9:3 (Summer 2007). With W. Bartley Hildreth, Gerald Miller, and Jack Rabin.

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Yeager, Samuel J. "Where Do Research Questions Come From and How Are They Formulated?" In Miller and Yang (Eds.) *Handbook of Research Methods in Public Administration*. 2d edition. Miami: Taylor & Francis, 2008.

Hugo Wall School Advisory Board

The Hugo Wall School Advisory Board was officially established on September 7, 2007 with the adoption of bylaws and the election of officers. The Advisory Board was established at the initiative of Hugo Wall School alums who have been developing an advisory structure over the previous nine months. The Advisory Board is charged to work with the Hugo Wall School director, faculty, and University officers, as follows:

- Provide a community perspective on the present and future direction of the School and value of public administration;
- Provide advice in the creation of a dynamic and challenging curriculum for the School;
- Support and help facilitate the recruitment of outstanding faculty, staff and students;
- Advocate and support the mission of the School; and
- Assist with identification and procurement of additional resources to support the School and its programs.

The Board is comprised of 15 members, the majority of whom must be graduates of the School's degree program, and serve 3-year, staggered terms. The Board meets a minimum of two times a year and as called by the Chair. At its first meeting, the Board elected Kathy Sexton as chair; Brad Mears as chair-elect; and Howard Partington as secretary-treasurer. Jo Turner, associate director of the Hugo Wall School, was designated as the School's official liaison with the Board with responsibility for keeping Board minutes and records. A complete list of the 2007-08 board members begins on page 26.

The Advisory Board established a Development Committee, with Mr. Joe Palacios serving as committee chair. The Development Committee was charged with undertaking fund raising as part of the 50th Anniversary celebration and organizing to ask all Hugo Wall School alums and friends of the School to make a financial contribution during the year. During the spring semester, the campaign, "\$50 for 50 Years" was launched and raised over \$6,000. These funds will be placed in the Hugo Wall Fellowship Endowed Fund in an effort to increase the funds available for fellowship awards in coming years.

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:

- 50th Anniversary Kick-Off Event, “Public Administration – Through the Generations” Panel Discussion (September 7, 2007);
- Annual Back to School Reception (September 7, 2007);
- Annual WSUMA Reception at ICMA Conference, Pittsburgh, PA (October 8, 2007);
- Annual Holiday Open House (December 7, 2007);
- 50th Anniversary “Hold’em Those Winter Blues” Texas Hold’em Tournament and Blues Music (February 7, 2008);
- 50th Anniversary Hugo Wall Iris Garden Dedication (April 18, 2008);
- 50th Anniversary Class Reunion Breakfast (April 19, 2008);
- 50th Anniversary Shocker Baseball game (April 19, 2008);
- 50th Anniversary Reception and Dinner (April 19, 2008); and
- MPA Celebration of Excellence (May 16, 2008).

At the MPA Celebration of Excellence, the 25 individuals graduating from the Master of Public Administration degree program over the past year were honored, and Ms. Kathy Sexton, city manager of Derby, Kansas was awarded the 2008 Alumni Award for Outstanding Public Service.

Alumni Updates (By Class Year)

Trix Niernberger, MUA 79, was named as executive director of the National Association on Mental Illness of New York State, in Albany, New York. Trix has served in various leadership positions in nonprofit organizations in Indiana, Kansas, and New York over the past 20 years.

Richard Nienstedt, MUA 80, has been appointed as city manager of Ottawa, Kansas, effective October 15, 2007. Richard has served Kansas cities as city manager for over 25 years, most recently as city manager of Fort Scott, since 1993.

Clemencia Prieto, MUA 80, is currently a senior administrator for the YWCA El Paso del Norte Region in El Paso, Texas. She oversees the YWCA’s Transitional Living Center for women and their children, as well as a collaborative effort between the YWCA and four school districts called Project Redirection that provides education and support services for pregnant teens and teenage parents. Previously, Clemencia was Community Action Manager with the City of San Antonio.

Sandra (Stallbaumer) Hazlett, MUA 81, was appointed as director of integrated services, Kansas Department of Social and Rehabilitation Services, effective May, 2007. Sandra earlier served as director of child welfare in the department.

Bruce McCandless, MUA 82, has been promoted to assistant city administrator with the City of Billings, Montana. Bruce has also held management positions in Kansas, Idaho, Michigan, and Colorado.

Brad Mears, MPA 85, accepted appointment as governmental relations director for Kansas Municipal Utilities. Brad has served as city manager of Holton, Kansas, for the past fifteen years and earlier served as director of research and analysis for the Kansas Department of Commerce. Brad has also been named the President of the Hugo Wall School Advisory Board.

Kelly Humphries, MPA 86, is currently serving as acting director of public affairs and media relations at NASA's Ames Research Center in Mountain View California. Kelly is on a 6-month rotational assignment from the Johnson Space Center in Houston where he was senior public affairs officer for the Constellation Program.

Ade Williams, MPA 87, was promoted to Director of Business Development and Procurement Services for the City of Dallas, where he had been serving as Assistant Director of Business Development. Ade previously worked for the City of Grand Prairie, in the Dallas/Ft. Worth area.

Susan Penner, MPA 90, co-authored a chapter, "Disaster Management and Populations with Special Needs," in the *Disaster Management Handbook*, which was published in 2008. Susan is a faculty member in the nursing program at California State University.

Andy Schlapp, MPA 92, accepted appointment as Executive Director of Government Relations and Board of Trustees for Wichita State University. Previously Andy held several positions with Sedgwick County, most recently as director of governmental relations.

Eric Sexton, MPA 92, was appointed as Director of Athletics for Wichita State University. Prior to taking this appointment, Eric was serving as WSU's Executive Director of Government Relations and Board of Trustees.

Stephanie Knebel, MPA 93, now serves as assistant city manager with the City of Derby. Prior to accepting this appointment, Stephanie had been with Sedgwick County since 1992, most recently serving a manager of project services overseeing major facility projects such as the Intrust Bank Arena and the National Center for Aviation Training.

Gary Hamer, MPA 96, has been appointed as Capital Planning manager with the City of Tulsa, Oklahoma. Gary is responsible for management the city's CIP and funded capital improvement programs and recently presented a paper on infrastructure management during an online symposium. Gary has been with the City of Tulsa since 2004 and previously served as a planner with the Indian Nations Council of Governments in Tulsa.

Ron Blackwell, MPA 97, was appointed as fire chief for the City of Wichita. Blackwell had earlier served as fire marshal in the Wichita Fire Department and has since served as fire chief in two Maryland counties, Prince George's County and Ann Arundel County. He most recently

worked as interim executive director of the International Association of Arson Investigators, in the Washington, D.C. area.

Colin McKenney, MPA 98, accepted appointment as President and CEO of Multi Community Diversified Services (MCDS) in McPherson, Kansas this past year. MCDC is a nonprofit agency that provides numerous services to individuals with disabilities. Colin had been serving as director of the Community Developmental Disability Organization at COMCARE with Sedgwick County.

Jay Newton, MPA 98, has been appointed as Fleet Manager for the City of Wichita. Previously, Jay was a senior budget analyst and has worked with the City for nearly 10 years, starting as a management intern.

Shawne Boyd, MPA 99, was named director of human resources at the Wichita Area Technical College. Previously, Shawne worked as a consultant with Allen Gibbs & Houlick and was human resources director with City of Derby.

Aaron Dunkel, MPA 99, has been promoted to deputy secretary of the Kansas Department of Health and Environment, effective earlier this year. Aaron has also served as director of fiscal and performance management in the department and earlier in the Kansas Division of the Budget.

Anne (Anderton) Warren, MPA 00, was recognized by the *Wichita Business Journal* for community leadership among a select group of "40 Under 40" highlighted by the *Journal*.

Mary Frances (Davin) Torres, MPA 00, was promoted to Development Project Manager with the City of Long Beach, California. Mary has worked with the city of Long Beach for several years, most recently as an analyst in the city's department of community development.

Jinxi Jia, MPA 00, has been traveling between China and Vancouver, Canada, in his position as president of Jiabao Enterprises Co. Ltd. but spends most of his time in China.

Ty Lasher, MPA 01, has been appointed as city administrator of Bel Aire, Kansas. Ty has served as city administrator of Cheney, Kansas, since 2002, and earlier served as a department head in Reno and Jefferson counties in Kansas.

Mandy Flower, MPA 03, was promoted to director of residential services with Heartspring. Mandy has been with Heartspring for several years, most recently as a lead supervisor.

Aaron Hamilton, MPA 03, has been promoted to assistant director of admissions for Wichita State University. Aaron has been with the Admissions office the past 4 years.

Felany Opiso-Williams, MPA 04, is now an auditor with the Office of Inspector General, Kansas Health Policy Authority in Topeka. Since graduating in 2004, Felany had worked with the Legislative Division of Post Audit.

Tania Cole, MPA 05, was promoted to Community Relations Director for Sedgwick County. Prior to taking this position, Tania had been a budget analyst with the County's Finance Department and previously served as a management intern in the county manager's office.

Phillip Garcia, MPA 05, was promoted to Assistant Federal Security Director for the Transportation Security Administration (TSA) in the State of Kansas. He will be based in Wichita as Wichita Mid-Continent Airport is the hub for the TSA in Kansas. Phillip had been working with the TSA as Customer Service Manager prior to his promotion.

Pam Hoffman, MPA 05, accepted appointment as public service administrator II, with the Kansas Department of Revenue, in Wichita. Her duties involve management of revenue officers in the revenue and operations unit of the department.

Mike Roosevelt, MPA 05, has been promoted to Deputy Fire Chief with the City of Andover. His new duties will focus on administrative activities associated with fire prevention, inspections, and investigations.

Brandt Haehn, MPA 06, accepted a position as an Emergency Planner with the Kansas Department of Emergency Management.

Angela Krummel-Buzard, MPA 06, was appointed as public affairs associate in the Center for Urban Studies of the Hugo Wall School, October 22, 2007. Previously, Angela served as planning and zoning administrator for McPherson County and as a management intern in the Office of City Manager, in Wichita.

Mandy Pankratz, MPA 06, has been appointed as economic development analyst with the City of Wichita's urban development office. Mandy had been a project coordinator with the Greater Wichita Economic Development Coalition and also served as a management intern with the Sedgwick County Manager's office.

Michelle Ponce, MPA 06, was promoted to policy and communications coordinator in the Office of the Secretary, Kansas Department of Social and Rehabilitation Services, effective June 22. Michelle had earlier served as special projects manager in the Office of the Secretary.

Deanna Carrithers, MPA 07, has been appointed as contract specialist with COMCARE of Sedgwick County. Previously, Deanna had been serving as a management intern in the county manager's office.

Bernadette Francis, MPA 07, accepted appointment as program support specialist with the District of Columbia Public Service Commission. The commission is a quasi-judicial agency that regulates electric, gas, and phone companies in D.C. Bernadette had been serving as a management analyst with the Sedgwick County division of finance prior to this appointment.

Crystal Gile, MPA 07, is an officer with the Salina police department. Previously, Crystal served as a management intern with Sedgwick County.

Amanda (Reinert) Duncan, MPA 07, has been appointed as board coordinator for the Workforce Alliance in South Central Kansas, in Wichita. Prior to this appointment, Amanda served as a graduate assistant in the Hugo Wall School, providing assistance to the Regional Economic Area Partnership.

Anthony Swartzendruber, MPA 07, was appointed as budget analyst with Sedgwick County. Anthony had been serving as a management intern with the County prior to this appointment.

Ed Truelove, MPA 07, has been appointed as chief of police in Sterling, Kansas. Ed is a Marine Corps veteran and has been an officer with the Wichita Police Department for the past eight years.

Faculty and Staff

Faculty

H. Edward Flentje, Professor and Director (Fall 2007). 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; Ph.D., University of Georgia, 1979; M.P.A., Auburn University at Montgomery, 1974; B.A., University of Alabama, 1971.

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

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

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

Samuel J. Yeager, Professor. Joined faculty in 1976; specialist in organization behavior, personnel administration, statistics, and computer applications; D.P.A., University of Georgia, 1976; M.P.A., Auburn University, 1972; M.S., Troy State University, 1971; M.L.S., George Peabody College, 1968; B.A., University of Massachusetts, 1967.

Adjunct Faculty

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

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

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

Emeriti Faculty

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

Joe P. Pisciotte, Professor Emeritus of Public Administration. Joined faculty in 1977; retired in 2007; 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.

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

Professional Staff

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

Lisette Jacobson, Public Affairs Associate. Joined staff in 2007; education director for the City Clerks and Municipal Finance Officers Association of Kansas and the Kansas County Clerks' and Election Officials' Association and the MiniMPA; M.P.A. WSU 2007; B.A. WSU, 1991.

Angela Krummel-Buzard, Public Affairs Associate. Joined staff in 2007; staff liaison for the Water Resources Committee of the Regional Economic Area Partnership Water Resources Committee and program manager for the Kansas Government Finance Officers Association and the Midwest Regional Public Finance Conference; M.P.A., Wichita State University, 2006; B.S., University of Kansas, 2004.

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.

Joseph S. Yager, Public Affairs Associate. Joined staff in 2006; staff liaison with the Regional Economic Area Partnership and special projects; M.P.A., Wichita State University, 2000; B.G.S., University of Kansas, 1998.

Administrative Staff

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

Annette Murach, Administrative Specialist. Joined staff in 2005; provides support for the MPA degree program and management of professional development for the Government Finance Officers Association; B.S. in general studies, Wichita State University.

Contributors

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

Hugo Wall School Advisory Board

William Buchanan, County Manager, Sedgwick County

Lorraine Dold, President/CEO, Rainbows United, Inc.

Will Johnson, County Administrator, Butler County

George Kolb, City Manager, City of Wichita

Keith Lawing, Executive Director, Workforce Alliance of South Central Kansas

Brad Mears, Governmental Relations Director, Kansas Municipal Utilities

Joe Palacioz, Consultant, Retired City Manager

Howard Partington, City Administrator, City of Great Bend

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Nancy Scott, Planning & Development Director, City of Hutchinson
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