



HUGO WALL SCHOOL
of Urban & Public Affairs
WICHITA STATE UNIVERSITY

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, 2008 - June 30, 2009**



Hugo Wall School of Urban and Public Affairs
Wichita State University, 1845 Fairmount, Wichita, KS 67260-0155

August, 2009

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.

U.S. News & World Report ranked the Hugo Wall School of Urban and Public Affairs 72nd out of 261 public affairs programs in the country. In addition, the MPA degree program was ranked 17th in public finance. The Hugo Wall School was one of only three programs to achieve this level of recognition that lacked a doctoral program, and the only such program that did not offer multiple types of masters degrees. This makes the Hugo Wall School the highest ranked program, school, or college at Wichita State University listed in the *U.S. News and World Report* rankings.

In August in preparation for the National Association of Schools of Public Affairs and Administration (NASPAA) re-accreditation process, School faculty updated and forwarded the School's Self-Study Report to NASPAA's Commission on Peer Review and Accreditation (COPRA) for review. The only preliminary issue of concern identified by COPRA was the filling the director's position. Subsequently, NASPAA re-accreditation site visit team was on campus March 4-6. The team was chaired by Professor Edwardo Rhodes, from Indiana University and included Professor Bob Roquemore, from Kentucky State University and Mike McDowell, city manager of Olivette, Missouri. The team met with various small groups of alumni, students, and constituents while here. The site visit team was very complimentary of the Hugo Wall School and its programs. The School received the team's draft report and responded to its findings. The site visit chair incorporated the School's responses into the team's final report which was forwarded to NASPAA's Commission on Peer Review and Accreditation (COPRA). COPRA is reviewing and discussing the program material and is expected to make a final decision by mid-summer.

Regents Professor Bart Hildreth was the 2008 recipient of the Aaron Wildavsky Award for lifetime scholarly accomplishments from the Association for Budgeting and Financial Management (ABFM). The award was established in 1993 in memory of Dr. Aaron Wildavsky as a lifetime achievement award and is presented annually to a distinguished scholar in the field of public budgeting and financial management. The recipient must be an outstanding scholar as judged by his or her record of publication and service to the field over a sustained period of time. Professor Hildreth received the honor at the ABFM Annual Conference in Chicago, Illinois, October 23-25. This is the same award that Professor Emeritus Glenn Fisher was awarded in 2006.

Professor John Wong was appointed by Kansas Governor Kathleen Sebelius to the Kansas Energy and Environmental Policy (KEEP) Advisory Group. Earlier this year, the governor formed KEEP to bring together business leaders, energy experts and scientists to recommend ways we can reduce our greenhouse gas emissions. Led by Jack Pelton, president and chief executive officer of Cessna Aircraft Company, KEEP will work with the Center for Climate

Strategies to develop a comprehensive climate plan for Kansas. Governor Sebelius said, “I am confident that the combined expertise of this group will lead to innovative solutions across all sectors of Kansas industry which helps every corner of our state.”

Professor Bart Hildreth was appointed to the Transportation-Leveraging Investments in Kansas (T-LINK) task force. The Governor directed Kansas Department of Transportation (KDOT) Secretary Deb Miller to assemble a task force comprised of transportation experts and influential community leaders from across the state. The task force is charged with developing a set of recommendations for a new strategic transportation approach. Secretary Miller and Tim Rogers, Executive Director of the Salina Airport Authority, are co-chairs of TLINK.

The year also saw a couple of significant changes. Ms. Gayle Martin joined the School as a public affairs associate in August. Gayle has an undergraduate degree in journalism from K-State and a graduate degree in journalism from KU. She most recently worked as the director of marketing for Cloud Community College. In the past she has worked for the Kansas Department of Revenue, the City of Lawrence, the Kansas Chamber of Commerce, and Salina Downtown, Inc. Gayle is the education director for the City Clerks and Municipal Finance Officers Association (CCMFOA) of Kansas and the Kansas County Clerks’ and Election Officials Association (KCCEOA), and also oversees the MiniMPA program. Regents Distinguished Professor of Public Finance, Bart Hildreth resigned his position effective June 30 to become Dean of the Andrew Young School of Policy Studies at Georgia State University. On June 22 a reception was held in honor of Professor Hildreth for fifteen years of distinguished service to the Hugo Wall School, Wichita State University, our community, and the State of Kansas.

As of June 30, searches to fill the positions of Director of the Hugo Wall School and Regents Professor of Public Finance were suspended due to a university imposed moratorium on filling vacant and new positions. The university’s position was that the searches might be authorized later in the year if the state’s budget situation improved or at least stabilized during the fall.

With this report the Hugo Wall School of Urban and Public Affairs completes its tenth 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, 2008-2009**

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Hugo Wall School of Urban and Public Affairs Highlights, 2008-2009

Instruction

- Fifteen students earned Master of Public Administration (MPA) degrees during 2008-2009.
- During 2008-2009, 18 students completed Graduate Certificate programs as follows: seven received the Graduate Certificate in Nonprofit Management, six received the Graduate Certificate in City and County Management, and five received the Graduate Certificate in Public Finance.
- Ten students were awarded graduate assistantships in the Hugo Wall School.
- Eight students were awarded fellowships through endowed funds of the Hugo Wall School.
- Twenty-five public and nonprofit managers representing four cities, two organizations, Sedgwick County, the State of Kansas, and Wichita State University completed the MiniMPA, a program of executive development in public administration inaugurated by faculty in 2001.
- *U.S. News & World Report* ranked the Hugo Wall School of Urban and Public Affairs number 72 out of 261 public affairs programs in the country. The School's ranking was higher than other colleges/programs at WSU. In addition, the MPA degree program was ranked 17th in public finance. The Hugo Wall School was one of only three programs to achieve this level of recognition that lacked a doctoral program, and the only such program that did not offer multiple types of masters degrees. This makes the Hugo Wall School the highest ranked program, school, or college at Wichita State University listed in the *U.S. News and World Report* rankings.
- In August in preparation for the National Association of Schools of Public Affairs and Administration (NASPAA) re-accreditation process, School faculty updated and forwarded the School's Self-Study Report to NASPAA's Commission on Peer Review and Accreditation (COPRA) for review. The only preliminary issue of concern identified by COPRA was the filling the director's position. Subsequently, NASPAA re-accreditation site visit team was on campus March 4-6. The team was chaired by Professor Edwardo Rhodes, from Indiana University and included Professor Bob Roquemore, from Kentucky State University and Mike McDowell, city manager of Olivette, Missouri. The team met with various small groups of alumni, students, and constituents while here. The site visit team was very complimentary of the Hugo Wall School and its programs. The School received the team's draft report and responded to its findings. The site visit chair incorporated the School's responses into the team's final report which was forwarded to NASPAA's Commission on Peer Review and Accreditation (COPRA). COPRA is reviewing and discussing the program material and is expected to make a final decision by mid-summer.
- Samuel Ofei-Dodoo was the Lee Holder Award for Excellence in Graduate Education awarded by the Alpha Eta National Allied Health Honor Society. The award was presented to Samuel on October 31 at the Alpha Eta Annual Meeting in Baltimore, MD.

Research

- Hugo Wall School faculty and staff completed five applied research projects during the year in response to requests from state and local officials in Kansas.
- Hugo Wall School faculty contributed 37 articles, books, monographs, chapters, agency reports, and other publications during 2007-09.
- Professor Hildreth continued as editor-in-chief of the *Municipal Finance Journal*, the only quarterly national journal devoted to municipal securities.
- Professor Hildreth served as book review editor of the *International Journal of Public Administration*, and Professors Hildreth and Yeager served on the editorial boards of more than a dozen academic journals in the field of public administration.
- Professor Hildreth continues to serve as a contributing editor (Financial Management chapters) for the *Encyclopedia of Public Administration and Public Policy*.
- Professor John Wong continues to serve as a contributing editor (Capital Improvement Planning and Budgeting chapters) for the *Encyclopedia of Public Administration and Public Policy*.
- Professor Hildreth was the 2008 recipient of the Aaron Wildavsky Award for lifetime scholarly accomplishments from the Association for Budgeting and Financial Management (ABFM). The award was established in 1993 in memory of Dr. Aaron Wildavsky as a lifetime achievement award and is presented annually to a distinguished scholar in the field of public budgeting and financial management. The recipient must be an outstanding scholar as judged by his or her record of publication and service to the field over a sustained period of time. Professor Hildreth received the honor at the ABFM Annual Conference in Chicago, Illinois, October 23-25. This is the same award that Professor Emeritus Glenn Fisher was awarded in 2006.
- Over the summer, Professor Mark Glaser presented two noteworthy papers at international and national conferences on the public's willingness to pay for services. Professor Glaser presented a paper that he authored with Professor Wong and graduate assistant Corinne Bannon on "Symbiosis between Government and Community: Community Attachment, Trust, and Willingness to Pay" to the Fifth Transatlantic Dialogue held in Washington D.C. in June. A summary discussion and link to his paper was posted on the Fiscal First Aid website for the Government Finance Officers Association (GFOA). Also in June, Professor Glaser presented a paper that he authored with Professor Hildreth and graduate assistant Corinne Bannon entitled "Frederickson's Social Equity Agenda Applied: Public Support and Willingness to Pay" to the Social Equity and Leadership Conference of the National Academy of Public Administration in Newark, New Jersey. In addition, Professor Mark Glaser was invited to Arizona State University during the spring where he was a speaker in ASU's program designed to facilitate the transition from doctoral student to professor. He conducted a seminar for the program's series "Preparing Future Faculties" which targets second year doctoral students. Professor Glaser's seminar focused on methodology that blends teaching, research and public service, and that strengthens the bridge between theory and practice.
- Professor Melissa Walker presented her paper entitled, "Sales Tax Exemption and Nonprofit Organizations" at the Association for Research on Nonprofit Organizations

and Voluntary Action (ARNOVA) Conference held November 19-22 in Philadelphia. In addition, Professor Walker also convened a colloquy with three other professionals on “Medicaid and Fee for Service: Government Support and Nonprofit Organizations” and chaired a paper panel on “Social Change.”

- Professor Wong presented his latest analysis of economic trends and identified challenges confronting the state of Kansas and south-central Kansas for a gathering of over 60 state legislators, business and governmental leaders at the South Central Kansas Policy Summit. The summit was held November 20-21 in Wichita and was sponsored by the Regional Economic Area Partnership (REAP).

Service

- Ms. Gayle Martin oversaw the School’s 18-year relationship with the City Clerks and Municipal Finance Officers Association (CCMFOA) of Kansas that provides professional development through the certification institute, master academy, and annual conference for association members.
- Mr. Joe Yager and Ms. Angela Buzard oversaw the School’s 11-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. Angela Buzard oversaw the School’s nine-year relationship with the Kansas Government Finance Officers Association (KsGFOA) that provides professional development through regional seminars and a fall conference for association members through the Kansas Public Finance Center (KPFC).
- Ms. Misty Bruckner oversaw the seventh year of the Nonprofit Executives Seminar, that offers topical seminars for directors of nonprofit agencies in Sedgwick County.
- Ms. Gayle Martin oversaw the School’s 17-year 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. Gayle Martin oversaw the seventh year of the MiniMPA, that provides executive development in public administration for public and nonprofit managers.

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.
- Professor John Wong was appointed by Kansas Governor Kathleen Sebelius to the Kansas Energy and Environmental Policy (KEEP) Advisory Group. Earlier this year, the governor formed KEEP to bring together business leaders, energy experts and scientists to recommend ways we can reduce our greenhouse gas emissions. Led by Jack Pelton, president and chief executive officer of Cessna Aircraft Company, KEEP will work with the Center for Climate Strategies to develop a comprehensive climate plan for Kansas.
- Professor Bart Hildreth was appointed to the Transportation-Leveraging Investments in Kansas (T-LINK) task force. The task force is comprised of transportation experts and

- influential community leaders from across the state. The task force is charged with developing a set of recommendations for a new strategic transportation approach.
- During the Fall 2008 semester Tim Johnson, Newton Assistant City Manager, taught Public Administration 560, Planning Process. During the Spring 2009 semester Tim Witsman, President of the Wichita Independent Business Association (WIBA), taught Public Administration 760, State and Local Economic Development.
 - Prof. George Platt made presentations on urban planning to the Introduction to Public Administration course in both the Fall 2008 and Spring 2009 semesters and a presentation to the Global Issues class during the Fall 2008 semester.
 - Ms. Gayle Martin joined the School as a public affairs associate in August. Gayle has an undergraduate degree in journalism from K-State and a graduate degree in journalism from KU. Gayle is the education director for the City Clerks and Municipal Finance Officers Association (CCMFOA) of Kansas and the Kansas County Clerks' and Election Officials Association (KCCEOA), and also oversees the MiniMPA program.
 - Faculty and staff served on a number of state and local boards and commissions: Professor Glenn Fisher on the Kansas Civil Service Board and the Kansas Department of Revenue Ratio Study Technical Advisory Committee; 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; Professor Platt on the Advisory Board of the Allen-Lamb House Museum; Professor Melissa Walker is a member of the Task Force to End Chronic Homelessness; and Professor John Wong on the Kansas Consensus Revenue Estimating Group.
 - In terms of University service, Professor Sam Yeager served in the Faculty Senate, on the College Council, and on the Faculty Senate Scholarship and Student Aid Committee; Professor Platt served on the University Historic Preservation Board, the Ulrich Museum Outdoor Sculpture Committee. Professor Platt also obtained for University Special Collections a memoir written by Peter T. Dondlinger, who was a professor of mathematics in Fairmount College from 1904-1906.
 - After 35 years of service Prof. Glenn Fisher will retire from the Kansas Department of Revenue Ratio Study Technical Advisory Committee effective December 13, 2009. The committee consists of three members, appointed by and serving at the pleasure of the secretary of revenue. The committee advises and consults with and assists the director in the review and evaluation of the procedures used by the director of property valuation in making the assessment-sales ratio study and to make recommendations for any changes, deemed necessary.
 - Regents Distinguished Professor of Public Finance, Bart Hildreth resigned his position effective June 30 to become Dean of the Andrew Young School of Policy Studies at Georgia State University. On June 22 a reception was held in honor of Professor Hildreth for fifteen years of distinguished service to the Hugo Wall School, Wichita State University, our community, and the State of Kansas.

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 past 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.
- 2008-09 officers were Ms. Brad Mears as chair; Mr. Howard Partington as chair-elect; and Nancy Scott as secretary-treasurer.
- Mr. Richard Nienstedt is serving as committee chair of the Development Committee. The committee was charged with undertaking fund raising efforts for the Hugo Wall School.

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 nonprofit 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
- 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 four 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, 474 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)	109
Total Degrees Awarded	474

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.

Fifteen students were awarded the Master of Public Administration degree over this past year. These students and their current placements are as follows:

MPA Graduates	Current Placement/Status
Kimberly Moralez (Bailey)	Unknown
Justin Combs	Arborist, City of Wichita
Mark Dugan	Legislative Correspondent, Congressman Todd Tiahrt
Raegan Fisher	Director of Children's Ministry, Chapel Hill Fellowship
Laura Higbee	Development Specialist, Social Security Administration
Kurtis Jacobs	Intern, Sedgwick County, KS
Kim Kammeraad	Public History Graduate Student, Wichita State Univ.
Nathan Law	Intern, Sedgwick County, KS
Anne Maack	Director of Public Affairs, Child Start, Inc.
Theresa Martin	Unknown
Joel Pile	City Administrator, Valley Center, KS
Volcano Shelton	Human Services Specialist, Kansas SRS

MPA Graduates	Current Placement/Status
Claudia Sims	Teacher, USD 259
Linsey Sipult	Intern, Wichita, KS
Rodney Willis	City Manager, Sterling, KS

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

During the 2008-2009 academic year the *Graduate Certificate in Public Finance* was completed by Justin Combs, Kurtis Jacobs, Perry Shuckman, Linsey Sipult, and Rodney Willis. The *Graduate Certificate in City and County Management* was completed by Justin Combs, Kurtis Jacobs, Theresa Martin, Richard Reed, Linsey Sipult, and Rodney Willis. The *Graduate Certificate in Nonprofit Management* was completed by Mark Dugan, Raegan Fisher, Anne Maack, Richard Reed, Purvi Savla, Perry Schuckman, and Yusi Zheng.

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 received a nine-month stipend of \$9,000, a \$1,000 increase over prior years, and qualified 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, ten students served as graduate assistants for all or part of the year. Those students were:

Corinne Bannon	Cliff Paxson
Laura Higbee	Linsey Sipult
Anne Jacobson	Troy Tillotson
Nathan Law	Johanna Winter
Samuel Ofei-Dodoo	Michael Woodbrum

The Hugo Wall School has four endowed fellowships available for financial assistance to qualifying graduate students enrolled in the MPA degree. These fellowships are awarded on a competitive basis to students with exemplary records and specific career interests in the field of public administration. The **Hugo Wall Fellowship** was established in 1973 to honor the contributions made to community service and the field of public administration by the late Dr. Hugo Wall. Hugo Wall Fellowships are awarded to outstanding students with career interests in urban affairs or public administration. The **George Pyle Fellowship** was initiated in 1990 by members of the Wichita State University Managers Association, to honor George Pyle's thirty-nine years of service in the field of city management, the last twenty-two years as city manager of Hutchinson, Kansas. George Pyle Fellowships are awarded to graduate students planning careers as city or county managers. The **George Van Riper Fellowship** was established in 1997 from an endowment honoring the late George Van Riper, a graduate of the MPA degree program and practitioner in the field of public finance. Van Riper fellowships are awarded to graduate students planning careers in public finance. The **Mike Hill Fellowship** was initiated in 2001 to honor Mike Hill's thirty-seven years of public service to Wichita and Sedgwick County. This fellowship is awarded to graduate students with education and experience in law enforcement who seek to advance in the field of public management.

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

Hugo Wall Fellows:

Corinne Bannon, Linsey Sipult, Johanna Winter

George Pyle Fellow:

Troy Tillotson

George Van Riper Fellow:

Michael Woodrum

Mike Hill Fellows:

Ann Mackey, Lemuel Moore, Michelle Tennyson

In addition, over the past year, the following students served internship with various governments:

- Kurtis Jacobs, Water Utilities Department, City of Wichita
- Michelle Meyer, Water Utilities Department, City of Wichita
- Matt Stiles, Administrator's Office, City of Bel Aire
- Michelle Stroot, Manager's Office, City of Wichita
- Tricia Thomas, Manager's Office, Sedgwick County

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 nonprofit organizations to conduct research, offer training and professional development, and provide technical assistance and consultation. Historically, the Center primarily served public agencies and nonprofit organizations in Wichita and Sedgwick County. Today, the Center extends its services to elected officials, state and local public managers, nonprofit organizations, and professional associations throughout Kansas.

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

- leadership development for those engaged in governing nonprofit 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:

- City of Bel Aire, KS Senior Task Force, Senior Needs Identification
- City Clerks and Municipal Finance Officers Association of Kansas (CCMFOA) survey and summer strategic planning retreat
- REAP Water Resources strategic planning retreat
- Wichita Breakthrough, Inc. strategic planning process

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

- A study of the Potential Cost Savings From Consolidation of Kansas Counties prepared for the Kansas Advisory Council on Intergovernmental Relations (ACIR)
- An analysis of Budget Challenges & Opportunities prepared for the Regional Economic Area Partnership Legislative Policy Summit
- A study of the Economic Impact of Derby Recreation Commission Programs prepared for the Derby, Kansas Recreation Commission
- A study of the Benefits, Costs, and Economic Impact of Enhanced Recreational Facilities prepared for the City of Newton, Kansas
- A Revenue Trend Study for the City of Newton, Kansas
- A Community Assessment for the City of Kiowa, Kansas

- A study on Defining the Public Value for the Greater Wichita YMCA
- A Membership Services Study for the City Clerks and Municipal Finance Officers of Kansas

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

- technical assistance, facilitation and consultation on an environmental scan for the Wichita City Manager’s Office;
- 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;
- technical assistance, facilitation and consultation on a strategic plan for the Wichita Fire Department;
- organizational assessments of the Mid-America All-Indian Center and Exploration Place; and
- support and assistance to the selection committee on the search process for the city manager for the City of Wichita.

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:

- “Faculty Forum: The Financial Crisis” October, 24, 2008, presented by Hugo Wall School faculty
- “Successful Employee Health and Wellness Programs–Fact or Fiction,” January 15, 2009 presented by Mim Wilkey, Chair of the Health and Wellness Coalition of Wichita
- “Preparing for a Change in Leadership”, March 27, 2009, presented by Kathy Sexton, City of Derby, Manager and Dion Avello, City of Derby, Mayor
- “Ethics–They Did What!?!?!” May 14, 2009, presented by Charlene Stevens, Sedgwick County, Assistant 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, solid waste management, offender re-entry, and health care 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. 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.

During the past year, 74 city clerks and staff from city clerk offices in Kansas completed professional development through the Certification Institute; 70 city clerks completed the Master Academy; and over 172 city clerks and municipal finance officers attended the Spring Conference. The programs scheduled were as follows:

- Kansas/IIMC Municipal Clerks Certification Institute (November 10-14, 2008);
- Master Municipal Clerk Academy (November 13-14, 2008); and
- "A Salute to Kansas Communities," Spring Conference (March 10-13, 2009).

During November seven HWS current/emeritus faculty and staff were among the 21 Institute and Academy speakers. Emeritus Professor George Platt served as a member of the evaluation team for the capstone project. More than 60 sessions were offered ranging from working with elected officials to projecting revenues to "going green" programs. Twenty-three municipal clerks who completed their final institute year were honored at Thursday night graduation banquet.

"A Salute to Kansas Communities" was the theme of the annual spring conference held March 10-13. Speakers included Marci Penner, Kansas Sampler Foundation; Kim Winn, League of Kansas Municipalities; Dr. Marche Fleming-Randle, assistant dean, Fairmount College of Liberal Arts and Sciences, Wichita State University; and U.S. Representative Jerry Moran. Dyanne Reese, CMC, IIMC President, Clerk of the Council from Savannah, Georgia was the luncheon keynote speaker. Special state-wide recognition was given to Cheri Peine, MMC, City Clerk of Oswego, who was named 2009 Clerk of the Year.

Kansas County Clerks' and Election Officials' Association. In 1992, the Kansas County Clerks' and Election Officials' Association invited the Center for Urban Studies to collaborate in the design and development of a Certification Institute for County Clerks in Kansas. A three-year, 100-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 2008-2009:

- Sanborn Certification Institute, Year 1 (June 8-12, 2009) and
- Sanborn Master Academy (June 11-12, 2009).

County clerks and election officials from across Kansas gathered in Wichita June 8-12 for the Sanborn Certification Institute and Master Academy. Year One of the Institute was held Monday through Friday, offering various sessions addressing topics in public administration, technical skills and interpersonal issues. The two day Master Academy offered county clerks who have completed the Institute an opportunity to participate in additional professional development. Twenty-seven individuals completed Year 1 of the Kansas County Clerks' and Election Officials' Association Sanborn Institute. Fifty-one participated in the Sanborn Master County Clerks Academy.

Midwest Regional Public Finance Conference. In 1996, the Kansas Public Finance Center and the Center for Urban Studies conducted the first Midwest Regional Public Finance Conference. The annual conference takes place each February in Wichita and attracts finance professionals, primarily from Kansas, Oklahoma, and Missouri; and utilizes nationally recognized speakers on cutting-edge public finance topics. Pre-conference sessions are also offered. Conference sessions address the financial affairs of municipalities, counties, schools, community colleges, state agencies, municipal utilities, and special authorities. The 14th Annual Midwest Regional Public Finance Conference brought over 140 speakers and attendees to the Wichita Marriott February 18-20, 2009.

- Pre-conference sessions included Basic Governmental Accounting, Building a Better Budget, and a Replay of the 13th Annual GAAP Update on Thursday morning.
- Diane Lim Rogers, Chief Economist with the Concord Coalition, gave the keynote address, "Dare We Talk Now About Living Within Our Means? Fiscal Policy Challenges Confronting the Obama Administration and the American Public."
- The George Van Riper Endowed Colloquium featured speakers from Columbia Capital Management, Waddell & Reed, and Stifel, Nicolaus, & Co. who addressed "Turmoil in the Financial Markets," and gave their perspectives on the markets and what it means to state and local governments.

MiniMPA. In 1996, Sedgwick County, the City of Wichita, and the Center for Urban Studies collaborated to design and develop an "executive development institute" for senior managers in city and county governments. In 2001, the executive development institute was transformed into a MiniMPA that provides executive development in public administration to

public and nonprofit managers in the region. The MiniMPA 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, 25 professionals representing four cities, one county, two nonprofit agencies and two state agencies completed the program. Since its inception, 202 professionals representing 18 cities, 6 counties, 2 state agencies, and 13 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.

The Hugo Wall School entered into an agreement for the 11th consecutive year to assist REAP. Public affairs associate Joe Yager, serves as REAP's chief executive officer and public affairs associate Angela Buzard, serves as executive officer of REAP's Water Resources Committee. REAP's 2009 workplan included items such as the Kansas Affordable Airfares Program, support for a comprehensive transportation plan, support of state participation in funding manufacturing-based, business-driven technical education, and support for continued state financial participation for the Equus Beds Aquifer Storage and Recovery (ASR) Project.

In collaboration with Wichita State University, REAP held a policy summit for Kansas state legislators November 20-21. The summit highlighted issues and challenges confronting the region and the state for the upcoming session. This is the second summit in as many years and was an excellent opportunity to highlight the south central Kansas region. Twenty-one state legislators and nearly 40 other business and governmental leaders in south-central Kansas attended the summit. Participants heard presentations on economic trends and challenges from Professor John Wong; on transportation from Secretary Deb Miller of KDOT and Ms. Kathy Sexton of Derby; about NAIR by WSU faculty Dr. John Tomblin; and on the Dental Residency Program by WSU's Dr. Dexter Woods. Further, an overview of current and forecasted budget expectations for the State was provided by Mr. Alan Conroy, director of the Kansas Legislative Research Department. Numerous other presentations were also part of the summit.

On December 18, the REAP, WSU and Visioneering sponsored a special speaking engagement featuring an expert on regionalism and the role of higher education in economic and community development. Dr. John Bardo, Chancellor of Western Carolina University and former Wichita State University professor was the presenter.

REAP Water Resources Committee. In 2007, the Center for Urban Studies was asked to assist REAP in the creation of a Water Resources Committee (WRC). The Committee identifies and coordinates collaborative efforts on regional issues of water quality and quantity in South Central Kansas. At this time 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.

A Regional Water Conference was held in May in Hutchinson, bringing together top water agency officials to discuss the current status of the region's water resources. The conference, Community Partnerships for Water Solutions, included general and concurrent sessions discussing a variety of innovative community partnerships used to solve water quality and quantity issues. The keynote address, "The Atlanta Story: When Growth, Politics & Drought Collide," was given by the Water Efficiency Manager for Cobb County Georgia, Ms. Kathy Nguyen. The conference also featured a tour of the City of Hutchinson's new reverse osmosis water treatment plant. In June, a sub-committee was formed to devote attention to the ongoing territory disagreements between rural water districts and municipalities. The WRC completed a water supply and demand study, which identified communities within the REAP region who could face water supply deficits in the future. Lastly, in an effort to increase communication, the Committee recently unveiled its newsletter, *WaterWise*, which will highlight water related projects, meetings and events of regional importance.

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.

Dr. Eric L. Sexton (MPA '92) led the Assistants' Forum at the Kansas Association of City/County Management Fall Conference in Wichita on December 3. The forum was hosted by the Hugo Wall School at the Charles Koch Arena. Dr. Sexton spoke on the art of persuasion and the role of the assistant. In addition, Dr. Sexton led a tour of the Charles Koch Arena and discussed how to involve community in public projects.

"Transportation Financing: Implications and Options for Local Government," was the topic for the Kansas Association of City/County Management Winter Seminar held February 13. Professor Bart Hildreth, Kansas Regents Distinguished Professor of Public Finance, led the seminar sharing his expertise on public finance and his experience in serving on KDOT's Transportation – Leveraging Investments in Kansas (T-LINK) project in the fall of 2008. Professor Ed Flentje started the discussion with a history lesson on transportation financing in the state of Kansas. In addition, city managers Ron Fehr and Richard Nienstedt, and representatives from KDOT shared their insights on state and local options. The event drew 80 city managers, administrators and other government representatives.

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 170 public finance professionals participated in the following seminar and conference conducted for the Kansas Government Finance Officers Association by the Kansas Public Finance Center:

The Kansas Government Finance Officers Association (KSGFOA), the Hugo Wall School, and the professional services firm of Alvarez and Marsal sponsored the 2008 summer seminar on August 21-22 at the Town Pavilion in Kansas City. Carol Marinovich, former mayor of Kansas City, KS gave the keynote address. The session drew 115 registrants and 15 speakers from Kansas and Missouri. Participants heard from economic development and finance professionals, as well as the perspective from elected officials. The conference also featured two panel discussions, the first included area bankers who provided a candid assessment of what makes an economic development deal successful and the second that included area developers who provided the audience their perspective on development deals, particularly the impact of public money. Both panels provided valuable perspectives not often heard by local government.

Nearly 100 public finance professionals attended the 9th Annual KSGFOA Fall Professional Conference titled “Sustainability in an Unstable Financial World.” The conference, held September 17-19 in Overland Park and sponsored by the School and KSGFOA, began on with two pre-conference seminars titled “Basic Governmental Accounting” and “Planning for a Sustainable Financial Future.” Thursday’s keynote speaker, Neal Petersen, an entrepreneur, award-winning author, and solo around the world-racing yachtsman, gave an inspiring presentation. Petersen shared his struggles and his belief that there are no barriers in life too hard to overcome with the right determination. A second general session on Thursday titled “Foreclosures in Kansas: Riding out the Perfect Storm,” provided insight into the Kansas housing and commercial market trends and what can be expected moving forward.

The Hugo Wall School hosted the 13th Annual Governmental GAAP Update by satellite teleconference on November 6. The teleconference offered a comprehensive and practical overview of all of the major developments in accounting and financial reporting during the past year that affect state and local governments, with special emphasis on the activities of the Governmental Accounting Standards Board (GASB).

For the first time, KSGFOA members attending the annual GFOA National Conference were able to connect with one another at a reception hosted by the Association. The conference was held in Seattle, June 28 - July 1. Approximately 15 members participated in the reception which proved to be a good opportunity to mingle and share conference experiences. The Association hopes to continue the event at future national conferences.

On June 5 the KSGFOA Summer Seminar “Sustainable Budget Solutions” was held at the Kansas Speedway. Representatives from Springsted public finance consultant discussed how to find sustainable budget solutions by combining sound financial analysis with careful incorporation of citizen engagement and organizational management principles. The session concluded with a presentation by Kutak Rock LLP who shared insights into the 2009 American Reinvestment and Recovery Act (ARRA) and how it affects public finance opportunities.

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

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

- “Engagement in Planning,” Presented by Professors Nancy McCarthy Snyder and Melissa Walker (October 30, 2008);
- “Stakeholder Identification,” presented by Professors Dean Headley of the WSU Department of Marketing and Entrepreneurship, Nancy McCarthy Snyder and Melissa Walker (January 22, 2009);
- “Developing and Implementing a Realistic Plan,” presented by Mark C. Read, Executive Director of the Sedgwick County Zoo, Steve Onken, Development Director of the Sedgwick County Zoo, Professor Nancy McCarthy Snyder, and Professor Melissa Walker (April 23, 2009); and
- “Assessing Performance,” presented by Professors Nancy McCarthy Snyder and Melissa Walker (July 16, 2009).

Women in Public Administration. More than 45 women in public administration joined forces on April 16, 2009 at the first gathering of Women in Public Administration. The purpose of the group is threefold: (1) to support emerging women leaders in public administration; (2) to create networking opportunities for women in public administration; and (3) to discuss issues unique to women in public management. The group is open to all women in local, state and federal government and the nonprofit sector that serve or desire to serve in leadership positions in public service.

Faculty Publications, 2007-09

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., “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, *State and Local Government Budgeting Practices Handbook.* Austin, TX: Sheshunoff Information Services, 2007 and 2008 updates. With Charles Mecimore.
- Hildreth, W. Bartley, *State and Local Government Debt Issuance and Management Service.* Austin, TX: Sheshunoff Information Services, 2007 and 2009 updates.
- Hildreth, W. Bartley, contributing editor (Financial Management chapters), *Encyclopedia of Public Administration and Public Policy.* New York, NY: Marcel Dekker, Inc., 2007 update.
- 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, “The Financial Logistics of Disaster: The Case of Hurricane Katrina,” *Public Productivity and Management Review*, 32, no. 3 (March 2009), 400–436.
- Hildreth, W. Bartley, editor-in-chief, *Municipal Finance Journal*, vol. 27, no. 4, vol. 28, nos. 1-4, vol. 29, nos. 1-4, vol 30, no. 1.
- Platt, George M., “Ruth Graves: A Girl Who Went From Wichita to Paris and Won Success,” *The Shocker* (Spring 2008), 47-48.
- Platt, George M., “‘Millie’ the Millipede Invades Professor Dondlinger’ Quadrangle,” *The Shocker* (Spring 2009).

- Walker, Melissa A., "Program Characteristics and the Length of Time Clients are in Substance Abuse Treatment" *Journal of Behavioral Health Services & Research* 36 (July 2008) pp. 330-43.
- 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., 2007 update.
- 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.
- Wong, John D., *The Governor's Economic and Demographic Report: 2006-2007*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2007.
- 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., *State of Kansas Adjusted General Fund Tax Receipts, Rates of Change, Elasticities, and Composition: Fiscal Years 1990 Through 2008*. Topeka: Division of the Budget, 2008.
- 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.
- Wong, John D., "Estimates of the Uniform and Equal Property Tax Base Before Exemptions." *State Tax Notes*, August 11, 2008, 395-406. With W. Bartley Hildreth and Glenn W. Fisher.
- Wong, John D., "Proprietary Funds." In *Handbook of Governmental Accounting*, edited by Frederic Bogui. New York: Marcel Dekker, Inc., 2009, pp. 249-315. With Carl D. Ekstrom, Stephen P. Coberley, and Vincent Miller.

- Wong, John D., *State of Kansas Adjusted General Fund Tax Receipts, Rates of Change, Elasticities, and Composition: Fiscal Years 1992 Through 2009*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2009.
- Wong, John D., *The Governor's Economic and Demographic Report: 2008-2009*. Topeka, KS: State of Kansas, Department of Administration, Division of the Budget, 2009.
- Wong, John D., *Environmental Scan: Expenditure Management*, Wichita, KS: City of Wichita, 2009.
- Wong, John D., *Environmental Scan: Revenue Management*, Wichita, KS: City of Wichita, 2009.
- Wong, John D., *Economic Impact of Derby Recreation Commission Programs*, Derby, KS: Recreation Commission, 2009.
- Wong, John D., *Benefits, Costs, and Economic Impact of Enhanced Recreational Facilities*, Newton, KS: City of Newton, 2009.
- Wong, John D., *Revenue Trend Study*, Newton, KS: City of Newton, 2009.
- Wong, John D., *Potential Cost Savings from Consolidation of Kansas Counties*, Topeka, KS: Kansas Advisory Council on Intergovernmental Relations, 2009. With Cliff Paxson and Troy Tillotson.
- 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., "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.
- Yeager, Samuel J., "Classic Methods in Public Administration Research," in *Handbook of Public Administration, Third Edition*, edited by Jack Rabin, W. Bartley Hildreth and Gerald J. Miller. New York, NY: Taylor & Francis, 2007, 851-977.
- Yeager, Samuel J. "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 past 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. For 2008-2009, the Board elected Brad Mears as chair; Howard Partington as chair-elect; and Nancy Scott 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 2008-09 board members can be found on page 26. The Advisory Board also established a Development Committee, with Mr. Richard Neinstedt serving as committee chair.

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:

- Annual Back to School Reception (September 26, 2008);
- Annual WSUMA Reception at ICMA Conference in Richmond, VA (September 21, 2008);
- Annual Holiday Open House (December 12, 2008);
- "50-50 Campaign" Reception (January 13, 2009); and
- MPA Celebration of Excellence (May 1, 2009).

The Hugo Wall School hosted a reception for about 30 alumni, students, and friends of the HWS at the International City/County Management Association (ICMA) Annual Conference in Richmond, Virginia on September 21. The evening provided time to catch up with colleagues and hear the latest on the MPA program and projects of the School.

Every year, ICMA recognizes members who have dedicated their careers to public service and professional management at the local level. The following alumni and colleagues of the School received awards at the 2008 ICMA Conference.

- HWS Alumni
 - Irene Hart (MUA, '75), 20 years
 - Ty Lasher (MPA, '01), 20 years
 - Jaclyn Reimer (MPA, '05), 10 years

- Friends and Colleagues
 - Bill Buchanan, 40 years
 - George Kolb, 35 years
 - Randall Allen, 25 years
 - Bernice Duletski, 25 years
 - Leroy Alsup, 20 years
 - I.D. Creech, 20 years

On January 23, approximately 40 people gathered to honor this year's recipients of the Hugo Wall Fellowship and the contributors to the "50-50 Campaign" who helped strengthen that fund. The Hugo Wall Fellowship is awarded each year to students with excellent academic records and a commitment to excellence in public administration. The evening was shared with alums, friends of the school, faculty and staff.

On May 1, nearly sixty faculty, staff, students and alums gathered to recognize the 2008-09 graduating class, celebrate public service achievements and acknowledge excellence. Clemencia Prieto (MUA 1980) was honored as the 2009 recipient of the Alumni Award for Outstanding Public Service. Over the years, Clemencia has worked with citizen, advisory and nonprofit groups in Wichita; with UNICEF in Columbia, South America; with community initiative programs for the City of San Antonio; and is currently program services director for the Transitional Living Center & Project Redirection with the YWCA El Paso Del Norte Region. Clemencia spoke about the importance of the nonprofit sector and its partnerships with local governments. She reminded the audience, particularly the students and new graduates, about the rewards of a career in public service and about the satisfaction that comes from assisting those most in need. With great honor and appreciation, George M. Platt, Emeritus Associate Professor, received the 2009 Hugo Award.

Alumni Updates (By Class Year)

John Haas, MUA '79, provided an audio commentary for the British Broadcasting Company on the housing crisis. The BBC sought John comments due to his article in the November 2007 issue of The Kansas Lifeline, entitled, "The Subprime Mortgage Crisis – a fine mess with lessons to be learned." John is president of Ranson Financial Consultants, LLC.

Mike Bahm, MUA '84, retired in late 2008, after 20 years of service with Sedgwick County. Most recently Mike had been serving as a Detention Deputy with the Department of Corrections.

John Deardoff, MUA '84, was the 2008 recipient of KACM's Buford M. Watson Jr. Award for Excellence in Public Management. The award was presented at the KACM Annual Conference

held December in Wichita, Kansas. John is currently city manager of Hutchinson. Previously he served as manager for Sterling and Dodge City.

Paul Dextras, MUA '84, is now serving as Fire Chief in Billings, Montana. Prior to this appointment, Paul had served as fire chief for the City of Arvada, Colorado.

Dennis McKinney, MUA '84, was appointed as Kansas State Treasurer by Governor Kathleen Sebelius. Dennis had been a member of the House of Representatives since May of 1992, serving as House Minority Leader since 2002.

Mac Manning, MPA '86, was appointed city administrator/clerk for the City of Peabody. Previously Mac served as city administrator for Kechi and was a public affairs associate with the Hugo Wall School.

Kathleen VonAchen, MPA '88, joined the City of Stockton California as their Finance Officer. Kathleen had been the Finance Director for the City of Evans Colorado since 2004.

Andy Schlapp, MPA '92, was appointed as Executive Director of Government Relations and Board of Trustees for Wichita State University effective June 30. 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.

Victoria Elliott Marcus, MPA '93, serves as executive assistant to the deputy commissioner of data reporting in the department of social services for the City of New York. Victoria had been with the city of New York for several years working in the social services department.

Misty Bruckner, MPA '95, was appointed by Mayor Carl Brewer, and approved by the council, to serve as chair of the Citizens Search Committee involved in Wichita's city manager search. Misty, who has served local governments in various capacities for a number of years, is currently Coordinator of Community Outreach for the Hugo Wall School.

Kaye Monk-Morgan, MPA '96, was the recipient of the 2008 Young Alumna Award presented by WSU's Alumni Association. The award was presented at the Association's banquet on February 12, 2009. Kaye is Director of the Upward Bound Math and Science program at WSU and was among the Wichita Business Journal's "40 under 40" group in 2004.

Mark Detter, MPA '97, has taken a position as financial advisor with DeWaay Financial Network in Wichita. Mark had been serving in local government as city administrator for Rose Hill and most recently as assistant county manager/financial director for Butler County.

Charley Young, MPA '97, was appointed as the city administrator for Kiowa, Kansas effective January 5, 2009. Prior to this appointment, Charlie was owner of his own business providing financial advising services to local governments.

Keith Lawing, MPA '98, was appointed by Governor Sebelius to a four-year term on the Public Employee Relations Board. Keith is currently the executive director of the Workforce Alliance of South Central Kansas.

Colin McKenney, MPA '98, accepted a position 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.

Lane Massey, MPA '98, was appointed as director of administration for the City of Arkansas City. Over the past several years, Lane has worked in various capacities for Arkansas City.

Matt Schlapp, MPA '98, and his wife, Mercedes, have started their own company, Cove Strategies, based in Alexandria, Virginia. The firm provides consulting in public policy, communications, issue advocacy, and fundraising for various corporate and nonprofit clients.

Brad Eilts, MPA '99, was appointed executive director of Montgomery County Action Council effective August 11, 2008. Located in Independence, Kansas, the MCAC is a private, nonprofit public/private partnership for economic development. Brad had been with the City of Chanute for the past 12 years, most recently serving as Assistant City Manager.

John Dudte, MPA '00, is currently serving as senior public health advisor with the U.S. State Department in Sadre City, Baghdad. John had been EMS Assistant Director for the Washington, DC Fire/EMS department.

Shane Coelho, MPA '01, was appointed assistant city administrator with the City of Andover. Prior to this appointment, Shane had been with the City of Maize, most recently serving as senior management analyst.

Darcy Weaver, MPA '03, has taken a new job with the National Health Service in England. She is now in the public health area and working as Sexual Health Commissioning Advisor for the NHS Cambridgeshire in Cambridge, UK.

Bret Bauer, MPA '06, accepted appointment as assistant city manager for Smithville, Missouri effective August 18, 2008. Bret served as an administrative assistant with the public works department for the City of Newton and previously worked with the City of Rose Hill.

Pamaline King-Burns, MPA '06, accepted appointed as project manager for the Center for Health Equity with the Sedgwick County Health Department effective January 5, 2009.

Pamaline previously worked with the Wichita Water Department and served as a graduate assistant in the School.

Rachel Moody, MPA '06, accepted an appointment with the Workforce Alliance as program coordinator for the PACES program. Previously, Rachel served as an administrative officer with the human services department at Sedgwick County and was a management intern with the City of Wichita.

Sasha Stiles, MPA '06, was appointed as City Administrator of Andover. Prior to this appointment, Sasha served Andover as management assistant and assistant city administrator.

Nickolaus Hernandez, MPA '07, was appointed as city manager of Osage City beginning September 1, 2008. Nick has been serving as a management intern with the City of Salina for the past year.

Lesa Laverne Lank, MPA '07, accepted appointment as redevelopment program coordinator in the city manager's office in July 2008. Previously, Lesa had been with the Kansas Department of Labor as a change management analyst.

Michelle Meyer, MPA '08, is now a fiscal analyst with the Wichita Police Department's Administrative Services. Michelle had been serving as a management intern with Wichita Water Utilities department.

Matt Stiles, MPA '08, was appointed as assistant to the city administrator for the City of Bel Aire. For the past year, Matt has been with Bel Aire, serving as a management intern.

Tricia Thomas, MPA '08, accepted appointment as Service Access and Outreach Director for the Sedgwick County Developmental Disabilities Organization effective February 2, 2009. Tricia had been serving as a management intern with Sedgwick County prior to her appointment.

Yusi Zheng, MPA '08, accepted a fundraising internship with Visions in Action in Washington DC beginning in September. Yusi was a graduate assistant in the Hugo Wall School, working with Dr. Melissa Walker on various nonprofit research project

Joel Pile, MPA '09, was appointed as city administrator for the City of Valley Center effective April 2009. Joel had been city administrator with the City of Rose Hill and completed his MPA degree in May 2009.

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 of Vanderbilt University, 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. Consultant; retired city manager, 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.

Angela 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.

Gayle Martin, Public Affairs Associate. Joined staff in 2008; education director for City Clerks and Municipal Finance Officers Association of Kansas and the Kansas County Clerks' and Elections Officials' Association; M.S., University of Kansas, 1995; B.S., Kansas State University, 1974.

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 and others in the community and throughout Kansas and the nation. These individuals have made important contributions to the community service mission of the Hugo Wall School over the past year.

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, former City Manager, City of Wichita
Nathan Law, President, Hugo Wall Public Administration Society
Keith Lawing, Executive Director, Workforce Alliance of South Central Kansas
Brad Mears, Governmental Relations Director, Kansas Municipal Utilities
Scott Moore, Assistant City Manager, City of Wichita
Joe Palacios, Consultant, Retired City Manager
Howard Partington, City Administrator, City of Great Bend
Michelle Ponce, Director of Communications, Kansas Dept. of SRS
Matt Schlapp, Executive Director for Federal Affairs, Koch Industries, Inc.
Nancy Scott, Planning & Development Director, City of Hutchinson
Joan Wagon, Secretary, Kansas Department of Revenue
Robert Waller, Chief Administrator, Kansas Board of Emergency Medical Services

Wichita State University Faculty and Staff

Les Anderson, Elliott School of Communication
Sally Beckett, Heskett Center
Maureen Dasey-Morales, Counseling Center
Marche Fleming-Randle, College of Liberal Arts and Sciences, Dean's Office
Dean Headley, Department of Marketing and Entrepreneurship
Steve LaFever, Office of Administration and Finance
Lorraine Madway, Ablah Library
Connie Morris, Elliott School of Communication
Becky Nordyke, Elliott School of Communication
Jessica Provides, WSU Counseling Center

Andy Schlapp, President's Office
Eric Sexton, Intercollegiate Athletics
John Tomblin, NAIR
Keith Williamson, Elliott School of Communication
Dexter Woods, Dental Residency Program
Peter Zoller, English Department

Contributors from the Community and Region

Mel Abbott, KPERS
Ron Ahsmuhs, City of Newton
Dion Avello, City of Derby
John Bardo, Chancellor, Western Carolina University
James Bartle, Department of Revenue, Topeka, Kansas
John Bartle, University of Nebraska-Omaha, Omaha, Nebraska
Brad Bryant, Kansas Secretary of State's office
David Bryant, City of Lenexa
Bill Buchanan, Sedgwick County
Linda Buttron, Jefferson County
Kelly Carpenter, City of Wichita
Brandi Cole, Kansas Insurance Commissioner
Alan Conroy, Kansas Legislative Research Department
Marian Cook, City of Overland Park
Kathy Cornwell, City of Newton
Todd Davis, City of Hutchinson
Molly Deckert, City of Lenexa
Mark Detter, Butler County
Lisa Dodson, Consultant, Wichita
Carol Ebdon, City of Omaha, Nebraska
Kelly Edmiston, Federal Reserve Bank of Kansas City
Chris Fabian, Jefferson County, Colorado
Mal Fallon, Standard and Poor's, Dallas, Texas
Sharon Fearey, Sedgwick County Commissioner
Ron Fehr, City of Manhattan
Marla Flentje, Consultant, Wichita
Mickey Fornaro-Dean, Harvey County Economic Development Council
Aimee Franklin, University of Oklahoma, Norman, Oklahoma
Rod Franz, City of Salina
Mia Frommelt, McGladrey and Pullen, Kansas City, Missouri
Janet Garms, Kutack Rock
Stephen Gauthier, GFOA, Chicago, Illinois
Gary George, George, Bowerman and Noel
Debra Gillespie, Kansas Correctional Industries
Ron Grant, Kansas Department of Revenue
Carol Grimaldi, Kansas City, Missouri
Jill Grube, City of Lenexa

Bernie Hayen, City of Manhattan
Jim Heinicke, Consultant, Newton
Meghan Hemenway, Boise State University, Regional Environment Finance Center
Patricia Hinojos, Stifel, Nicolaus & Co., Wichita
Dean Huey, MuniciPAY, Topeka, Kansas
Sandy Jacquot, League of Kansas Municipalities
Sara Jantz, Sedgwick County
Bill Jarocki, EPA Region 10, Boise, Idaho
Jon Johnson, Jefferson County, Colorado
Tim Johnson, City of Newton
Carole Jordan, Kansas Department of Commerce
Tom Kaleko, Springsted, Kansas City, Missouri
Laura Kelly, L. Kelly Media Services
Cindy Kemper, Johnson County
Karen Kindle, City of Prairie Village
Douglas King, Sedgwick County
Scott Knebel, City of Wichita
Susan Lang, U.S. Department of Labor
Jim Langford, City of Topeka
Ty Lasher, City of Bel Aire
Keith Lawing, Workforce Alliance of South Central Kansas
Tim Lenz, Professional Engineering Consultants
Scott Leonard, Kansas State Historical Society
Vicki Lignitz, Kansas Department of Revenue
Sheena Lynch, Sedgwick County
Marietta Lucas, City of Chapman
David MacGillivray, Springsted, St. Paul, Minnesota
Carol Marinovich, City of Kansas City
Justin Marlowe, University of Kansas, Lawrence, Kansas
Mick McBride, Sedgwick County
Dennis McKinney, Kansas State Treasurer
Michael McNulty, Kansas Department of Health and Environment
Lindsey Mahoney, Sedgwick County
Brad Mears, Kansas Municipal Utilities
Amy Meeker-Berg, Johnson County
Don Merriman, Saline County
Eric Meyer, George, Bowerman and Noel
Matthew Milbrodt, U.S. Census Bureau
Deb Miller, Kansas Department of Transportation
Alexander Mitchell, Klenda, Mitchell, Austerman & Zuercher LLC
Michael Moody, University of Kansas, Lawrence, Kansas
Jerry Moran, U.S. Congressman, Kansas - First District
Bob Myers, City of Newton
Sher Neufeld, City of North Newton
Richard Neinstedt, City of Ottawa

Kathy Nguyen, Cobb County, Georgia
Joe Norton, Gilmore & Bell, Wichita
Steve Onken, Sedgwick County Zoo
Don Osenbaugh, League of Kansas Municipalities
Tom Ostrander, Andover Public Schools, Andover, Kansas
Joe Palacioz, Consultant, Hutchinson
Russ Paneky, City of Olathe
Lee Parker, Attorney, Wichita
Cheri Peine, City of Oswego
Marci Penner, Kansas Sampler Foundation
Neal Peterson, Entrepreneur
Ray Petty, Great Plains ADA Center
Sarah Plinsky, Johnson County
Jim Plunkett, MunicIPAY, Portland, Maine
Stephen Powell, City of Lenexa
Lynette Prasko, Jayhawk Software
Steve Prasko, Jayhawk Software
Kathy Raney, City of Rose Hill
Mark Read, Sedgwick County Zoo
Jim Reed, MasterCard, New York, New York
Dyanne Reese, President, International Institute of Municipal Clerks
Jaci Reimer, City of Sedgwick
Sherrie Riebel, Allen County
Gina Riekhof, Gilmore & Bell, Kansas City, Missouri
Diane Lim Rogers, Concord Coalition, Washington D.C.
Maureen Rogers, City of Olathe
Steve Samuelson, Kansas Department of Agriculture
Molly Saunders, Olathe, Kansas
Lynne McCraw Schall, Consultant, Wichita
Kyle Schneweis, Kansas Department of Transportation
Ron Shaffer, City of Prairie Village
Ron Shaver, City of Olathe
Alan Shorthouse, City of Olathe
Kathy Sexton, City of Derby
Deann Smith, Kansas Department of Labor
Gary Smith, USDA Rural Development Business & Community Programs
Sarah Steele, Gilmore & Bell
Charlene Stevens, Sedgwick County
Martha Sumrall, City of Mission
Melissa Thompson, Sedgwick County
Steve Thompson, Consultant
Jenny Thrush, City of Derby
David Unmacht, Springsted
John Valusek, Consultant, Wichita
Mike Walls, Waddell and Reed, Shawnee Mission, Kansas

Karen Weltmer, City of Hutchinson
Jeff White, Columbia Capital Management, Overland Park, Kansas
Mim Wilkey, Health and Wellness Coalition, Wichita
Kim Winn, League of Kansas Municipalities, Topeka, Kansas
Tony Woodlief, Market-Based Management Institute, Wichita, Kansas