

Public Matters

PUBLIC ADMINISTRATION MAGAZINE

TEXAS
STATE
UNIVERSITY

**TXST MPA
Recognized for
Globalization
and Diversity &
Inclusion**

**Eric Alper Wins
Boren Fellowship**

**Handbook on
Gender and Public
Administration**

JANUARY-DECEMBER 2022

Director's Corner



Dr. Nandhini Rangarajan
Director, MPA Program
Department of Political Science
Texas State University

This fifth edition of Public Matters, the annual magazine of Texas State University's public administration program, covers student, faculty, and alumni accomplishments for the year 2022.

Our alumni spotlights feature Ms. Angelique Myers, a 2022 recipient of the prestigious Public Relations Pro of the year award given by the Public Relations Society of America and Ms. Megan Bermea, Director of the Office of Family Services at the Health and Human Services Commission. The magazine also highlights four other alumni who have excelled in city management. Their stories provide valuable insights into how they chose city management careers, the influence of mentors and practical advice for local government aspirants.

Our commitment to diversity, equity, inclusion, accessibility, and providing multicultural experiences for our students is emphasized in the five stories that feature MPA faculty member Chris Brown's research, teaching and service focused on DEIA issues, MPA faculty member Patricia Shields' new handbook on gender and public administration, MPA student Eric Alper winning the Boren Fellowship and his experiences in India, my experience conducting a panel on disability policy and administration in the global south and the profile of visiting African scholar Dr. Sheriff Folarin.

This edition also shines a spotlight on MPA faculty who play a leadership role in the editorship of academic and practitioner-oriented journals in the field. We also celebrate the success of our students as authors, researchers, and recipients of awards and recognitions. Our persistent efforts to introduce students to diversity of thought and experience through our lunch and learn and meet and greet events are also highlighted in this magazine.

As we wrap up a successful year, we look forward to 2023 which marks the 50th anniversary of our program. We are excited to celebrate this important milestone year with our faculty, staff, students, alumni, and other well-wishers. Reminiscing about our successes in public service education over the past five decades will reinvigorate our commitment to exemplary research, teaching, and service for many more decades to come.

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Megan Bermea

Director, Office of Family Services
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Growing up in a large family in the Midwest, Megan was raised with the values of service, charity, and community. She spent Saturday mornings with her grandfather delivering Meals on Wheels and visiting with some of the least fortunate and most vulnerable in the community. She has carried these values into adulthood and into her educational and professional endeavors. Public service is not only a career path, but a meaningful way of life that she has fully embraced.

Megan began her public service career working in a nonprofit organization, and then transitioned to the Texas Education Agency (TEA). Working for TEA brought her up close and personal with the inner workings of a large government agency and inspired her to pursue growth and leadership within the field of public service. This led to her pursuit of an MPA at Texas State University and she observes that “the return on investment of this master’s degree has been immeasurable gains and a world of opportunities in my professional career. The Texas State MPA program prepared me for my ascension in public service in countless ways.”

The program, according to her, effectively balances public policy theory and practice, provides access to high-quality professors and faculty, and teaches the relevant skills of public sector management, budgeting, research, data analysis, human resources, and organizational leadership. She notes that “working for the state government while completing my courses and ARP enabled me to directly apply my learning in a real-world bureaucratic setting. This not only enhanced my education but led to a considerable promotion immediately upon my graduation.”

She is now the Director of the Office of Family Services at the Health and Human Services Commission (HHSC) and when the world fell apart in March 2020 with the COVID-19 pandemic, the knowledge, experience, confidence, and perseverance she gained in the MPA program prepared her well for the unprecedented challenges we faced. She led her team through uncertainty and crisis with servant leadership and trauma-informed practices and together, they amended hundreds of state contracts, distributed tens of millions in emergency funding, and continued to serve the most vulnerable Texans with compassion and urgency.

In addition to effectively leading through the public health emergency, she has also been appointed to the attorney general’s Texas Human Trafficking Prevention Coordinating Council and the governor’s



Sexual Assault Survivors’ Task Force. She is also the state administrator of multiple federal grants, manages an annual state budget of over \$125 million, serves on several advisory committees, and recently completed the HHS Executive Leadership Academy. These opportunities have filled her with an overwhelming sense of purpose and remind her why she chose the path of public service leadership.

As she reflects over the past two years since she completed the MPA program, she is reminded of what she wrote in her application essay “I pledge to pay forward all that I learned in the program to strengthen public service in Texas and beyond.” Megan is well on her way to accomplishing this goal and observes that “the MPA program instilled in me the skills that have empowered my success. I encourage other students to seek meaning and purpose in their work and anchor to their why when times get tough, and challenges arise. Public service leadership is one of the highest professional callings, yet those who answer that call with humility, integrity, and service are the difference-makers who are actively changing the world around us. I am proud to work among them every day.”

“...those who answer that call with humility, integrity, and service are the difference-makers who are actively changing the world around us.”

Alumni Spotlight

Angelique Myers Evans

Communications Director
Harris County Precinct 1 Constable's Office

Angelique Myers Evans serves as the Communications Director for the Harris County Precinct One Constable's Office. Prior to her return to Houston, she was the Public Information and Marketing Manager for the Austin Police Department responsible for the strategic planning, integrated communications, media relations and marketing strategy for the agency. Angelique began her career as a radio and television personality for more than eight years and has served as a national spokesperson for the National Association of Broadcasters.

In 2019, Angelique served as Fort Bend ISDs first-ever Public Information Officer. In 2014, she served as the sole Public Information Officer for the Round Rock Police Department managing the department's media and public relations, communications and social media. In 2017, Angelique was selected by the International Association of Chiefs of Police (IACP) and named one of the Top 40 under 40, an award recognizing 40 law enforcement professionals under the age of 40 from around the world that demonstrate leadership and exemplify commitment to their profession. No stranger to working alongside those who have chosen a life of service, Angelique worked for the Army in the Public Affairs Office at III Corps Headquarters in Fort Hood, Texas where she was recognized with the Department of the Army Commander's Award for Civilian Service and Achievement Medal for Civilian Service. She earned a Bachelor's of Science in Mass Communication and Journalism from the University of Mary Hardin-Baylor. Angelique is a graduate of Texas State University receiving a Master's in Public Administration. In 2021, Angelique completed her Accreditation in Public Relations (APR) certifying her drive, professionalism, and principles, setting her apart from her peers and positioning her as a leader and mentor in the competitive public relations field through the Public Relations Society of America. Since 2019, she has served as a board member with the Texas State University Alumni Association. She is a member of Alpha Kappa Alpha Sorority, Inc., Public Relations Society of America, National Forum for Black Public Administrators and Chair of the MPA Advisory Panel.

In response to what motivated her to pursue a degree in public administration, she indicated that "Both of my parents completed graduate degrees, so it was a commonality in my immediate family. Prior to me beginning my MPA I had worked in Public Affairs for the Department of Defense (Army) at Fort Hood, Texas. It was there that I started working in



government alongside active duty servicemembers and civilians. During my time at III Corps Headquarters, I was a part of the team that responded to the November 2009 mass shooting when former Army Major Nidal Hasan murdered 12 soldiers and 1 civilian and injured 32 others. Collectively, our team compiled video, conducted interviews, escorted media throughout the court martial process and executed a presidential visit from President Barack Obama and First Lady Michelle Obama for a memorial held in honor of the victims of the horrific event and their families. This event was a major catalyst and defining moment when I became fully committed to serving others through public service. Even further, my father served in the Army and retired when I was in the 4th grade"

In praise of the MPA program, she notes that "The Texas State MPA Program enhanced my overall vision for my career path. Ultimately, my MPA allowed me to stand out from others in my industry. In addition to expanding my knowledge, skills and critical thinking, Texas State's MPA opened an untapped network of professionals that spanned local, state and federal agencies. I was able to gain insight from a diverse spectrum of individuals that had practical knowledge, experience and perspective."

Although the Applied Research Project was a lengthy, intense process, she indicated that she would not change any aspect of her experience. The ARP allowed her to take a deeper dive into the subject matter of her choice and truly engage with the instructors to create a research project that benefits others. Further, completing the Texas State MPA affirmed her ability to complete long term projects and to persevere when faced with challenges/adversity. She thoroughly enjoyed researching women in politics and their ambition to run for office. She remarked that "Completing my ARP and having my ARP published in an academic journal was extremely valuable for me. Having my research published, strengthened my credibility as a writer and allowed my work to reach an expansive new audience."

Her advice to current and future Texas State students "is to never stop pursuing your dreams. Think outside the box. Do all you can to stand out from the crowd. Find something that makes you unique and focus on celebrating and highlighting that aspect about yourself. Build authentic relationships with others. Be kind to everyone. You never know when you will cross paths with a person again. Network. Learn all that you can and never stop learning new things. Become a lifelong learner and remain curious. Have a plan and establish short and long term goals. Forgive yourself. You're human, not perfect. Make mistakes and learn from them. Learn to listen more, speak less. Develop tough skin. Take professional criticism and evaluation as an opportunity to be introspective and make improvements. There is always room for improvement".

Angelique recalls studying abroad in Barcelona, Spain as one of her most valuable experiences in the MPA program. At the time she was considering a career in foreign service and potentially taking the foreign service exam and living abroad.

Currently, she is investing more time into her current organizations and associations serving on various groups and committees.

She is working on implementing a strategic communications plan at Harris County Constable Precinct One. In 2022, she implemented a bi-weekly video series hosted by Constable Alan Rosen to provide important information and updates to employees and the community. Their current communication goals include a focus on enhancing diversity, equity and inclusion, targeting underrepresented populations, women's issues and expanding our language access programs making our communications accessible to a broader audience. While at the City of Austin Police Department (APD) she implemented a key policy change involving the release of police body work camera (BWC) footage after critical incidents occur.



90 days after the critical incident occurred. The process was labor intensive and included many different departments to play a role in the preparation and release. To increase transparency and build community trust she streamlined the video release process and rewrote the entire policy for the agency to release video footage within 10 business days after the incident occurs. To date, APD has maintained this new policy and released BWC footage within the new 10-day deadline.

Internal communication and the flow of information from leadership was another major concern within APD. During her time overseeing the Public Information Office, she implemented an internal video series titled APD All, hosted by the Chief of Police, herself or a member of the executive to share news, announcements, opportunities, resources and updates to all employees. By providing a consistent, concise and informative tool to disseminate information staff was better informed on Department matters, rumors were dispelled and leadership was more visible to the entire department.

Angelique’s strengths include building a team of diverse individuals that offer a wealth of knowledge, skills and perspectives. She enjoys leading by example and demonstrating to her team the “why” and “how” through actions. Additionally, she is able to see the “big picture” in most situations which enables her to strategically solve organizational issues that may arise.

In addition to her professional insights, she believes it’s important to detail some personal aspects of her life during the time she attended Texas State. “Uniquely, I had the privilege of taking courses at the Round Rock Campus, in Austin, at the main campus and studying abroad. During this two year time frame, I was a single-parent raising my teenage daughter and working part-time. I was very determined and focused on studying and being successful in all of my courses no matter the circumstances. While I faced many long nights, early mornings and parental obligations, I am proud to have graduated within two years not taking any breaks.” ■

“Learn all that you can and never stop learning new things. Become a lifelong learner and remain curious.”

Alumni Spotlight

INCLUSIVITY & GLOBALIZATION

Texas State MPA Program Receives NASPAA Badges

Texas State’s Master of Public Administration program in 2022 was awarded the Network of Schools of Public Policy, Affairs, and Administration’s Inclusivity and Globalization Badges, recognizing the program’s exemplary courses and commitment to scholarship in these areas. These two badges in addition to the sustainability badge received by the program last year are a testament to the MPA faculty’s commitment to these three public service indicators.

Three courses in the MPA program, Public Personnel Management, Management Practices in Public Personnel Administration and Public Management and Ethics, explore issues of diversity, equity, justice, accessibility and inclusion. The courses on personnel administration focus on public leadership and personnel concepts pertaining to equity, cultural competence and a representative workforce are discussed. They also assess the major challenges of human resources including those related to diversity, equity, inclusion, and accessibility in 21st century government organizations. The role of the personnel office as a strategic partner in accomplishing diversity, equity, inclusion, and accessibility goals is explored. The ethics course explores issues of morality and ethics in the public sector and formulates a frame of reference for judging behavior and clarifying our role and responsibility as moral agents. Course topics include administrative discretion, dissent, the public interest, social equity and justice and democratic values. Serving diverse citizens in an inclusive, living democracy is examined using the lens of social ethics and care ethics. How unethical laws and practices can undermine diversity, equity, inclusion, and accessibility is discussed.

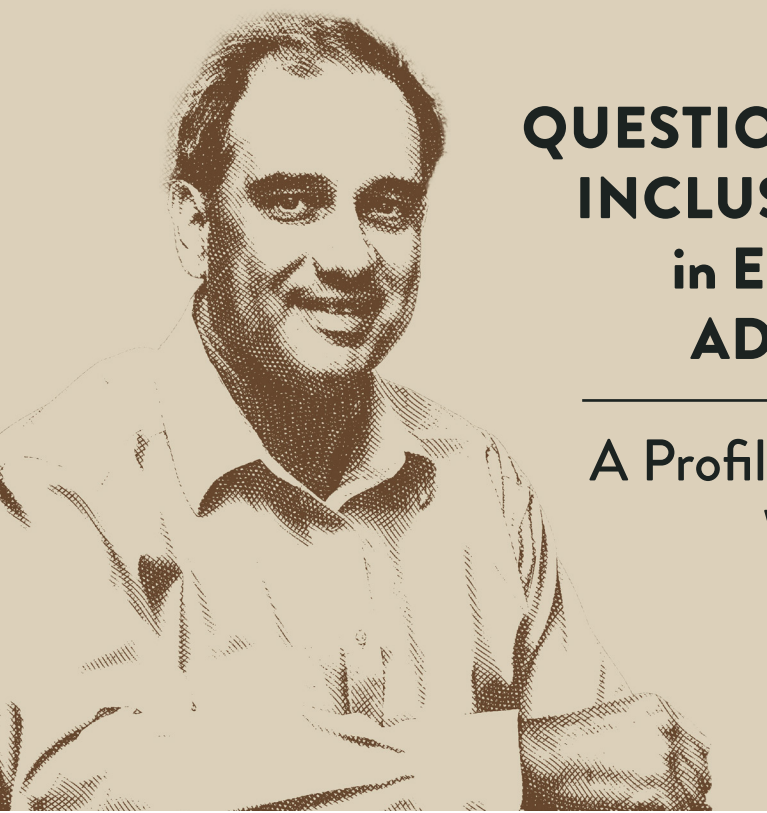
To help our students understand globalization and its impact on public administration, we offer three courses. The elective course on International and Comparative Public Administration provides essential information concerning issues and policies related to international & comparative public administration and policy. Students in this course think critically about the interdependence of countries and the effect of global issues on domestic and local administration and policy. Two study abroad programs to the Netherlands and Barcelona provide international immersive experiences to our students. The education abroad program in the Netherlands helps



students explore comparative aspects of transportation policy between the Netherlands and the United States.

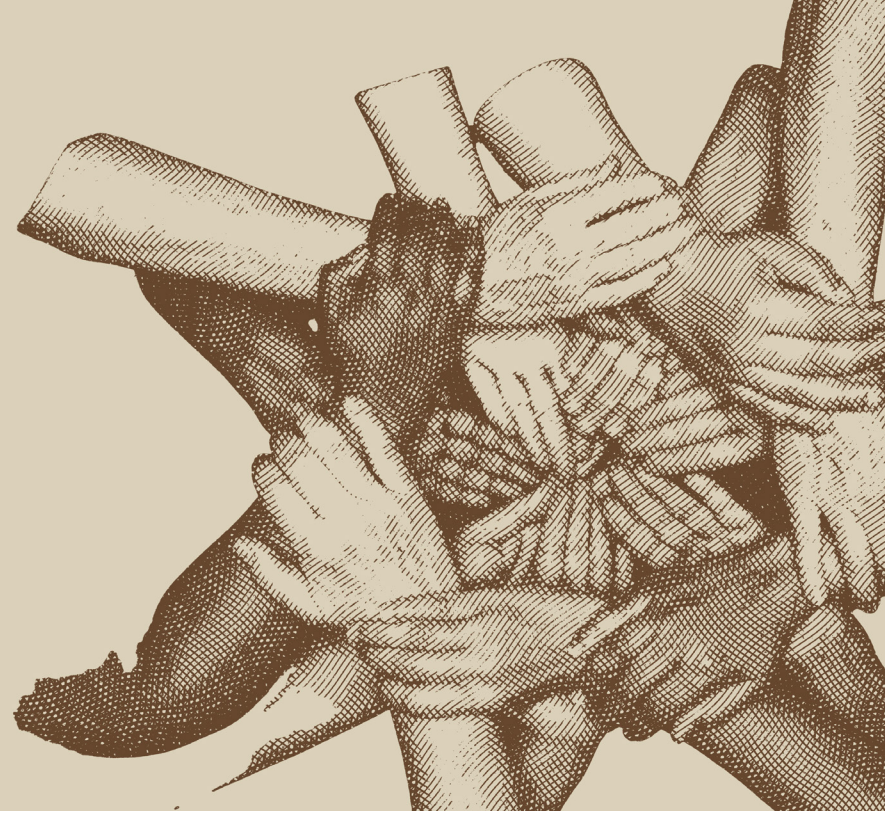
The first part of the program focuses on Urban Transportation Policy and emphasizes the similarities and differences between Dutch and US transportation systems. The course begins with classroom work in the US to build the conceptual framework for comparison followed by 2 weeks in the Netherlands where students are exposed to the Dutch system through field work and extensive travel analysis. The second part of the program focuses on interactions between our students and Dutch students. Our students participate in a field exercise with their Dutch counterparts. The program to Barcelona helps students complete a guided research project that is empirical and comparative in nature. In addition to this rigorous research project, four weeks of time spent in various parts of Spain provides students a wider global perspective. Cultural and educational tours to various historical locations impart knowledge of European and Spanish history. The contrasts between national, state, and local governments in Spain and the United States are emphasized. Exposure to different social and political cultures that shape the politics of Spain are provided and contrasted with that of American politics and governance.

Our program will continue to invest resources in strengthening our commitment to these three public service indicators for which we have been recognized with these badges. We will evaluate our growth in these three areas annually and engage in research, teaching and service activities that will bolster our knowledge in and dedication to these three fundamental areas of public administration and policy. ■



QUESTIONS of DIVERSITY, EQUITY, INCLUSION and ACCESSIBILITY in ENVIRONMENTAL and ADMINISTRATIVE LAW

A Profile of Dr. Christopher Brown's Writings and Courses



Christopher Brown is an Associate Professor in the Political Science Department at Texas State University, where he focuses on legal studies and public administration. He completed his undergraduate studies at Northwestern University in Evanston, Illinois, and his graduate work in law and public administration at the University of Texas at Austin. Before arriving at Texas State University, he served as a judicial clerk in a Texas appellate court and federal district court, litigated on behalf of the Texas Attorney General's Office in federal and state courts, instructed third-year law students in Tulane University Law School's environmental law clinic, and worked on surface water environmental flow issues for the National Wildlife Federation. Professor Brown's research, course offerings, and civic involvement reflect a concern for Diversity, Equity, Inclusion, Justice, and Accessibility (DEIJA) from the perspective of environmental and administrative law.

Without independent review of an agency's reasoning when it denies a citizen petition, Professor Brown argues that the potential utility of such a petition is lost: an agency can simply deny a petition without recourse for citizens and continue following the agency agenda without disruption.

One of Professor Brown's publications with DEIJA consequences examines the contamination of groundwater by commercial dairies and factory farms in southern New Mexico and the water quality issues that result for the rest of the state. This conflict over New Mexico groundwater quality takes place in the context of the Environmental Protection Agency's refusal to regulate groundwater quality. Issues of equity arise when one considers the white landowners who pollute groundwater that cities serving Hispanic populations must then treat. After the publication of this article, the State of New Mexico enacted groundwater quality rules.

Professor Brown's article concerning the legal and political struggle to establish a governing board for the Edwards Aquifer Authority of Central Texas raises complex questions of equity and inclusion. It analyzes whether the Special Purpose District -- a deviation from the One Person, One Vote principle embodied in the Voting Rights Act-- was permissible from an equitable perspective in order to negotiate more effective governance of the Edwards Aquifer. Deviating from One Person, One Vote meant that the region with the greatest number of citizens and the overwhelming majority of Hispanic citizens would receive approximately one eighth the representation per capita as the two other predominantly white citizens. (Also an issue of inclusion in the decision making process). This clear violation of One Person, One Vote was necessary to bring the three regions that relied on Edwards water to the negotiating table. Had there been no Special Purpose District exception, there would have been no Edwards Aquifer Authority. A competing equitable question therefore arises: whether adherence to One Person, One Vote would really have been the equitable course of action if it meant the

exhaustion of the water supply for all three user groups in the region. With regard to inclusion, the article asks whether it should be permissible to exclude a huge percentage of the urban population from the decision making process in order to reach consensus.

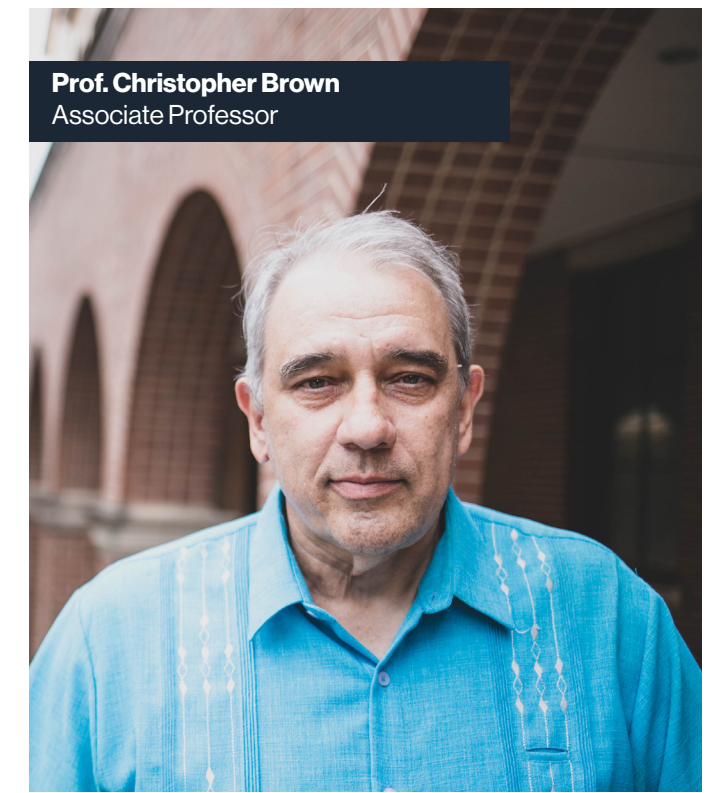
Another article with DEIJA implications challenges the judicial interpretation of the Clean Water Act that refuses to treat a Confined Animal Feeding Operation (CAFO) as a point source of water pollution until after the CAFO actually pollutes surface water. By refusing to register and regulate CAFOs before they pollute, the EPA allows massive discharges to go unregulated. An equitable issue arises with regard to class and geography, since the majority of CAFOs exist in midwestern and southeastern states in poorer areas that must bear the brunt of the surface water pollution these facilities create. CAFOs are the number one source of surface water pollution in America. An article that argues for the necessity of citizen suits to combat climate change raises profound ethical issues.

In light of climate change, this article seeks first to define a citizen's duty to other citizens, to citizens of other less affluent countries, to citizens of future generations (posterity), and to nature itself. The article adopts the so-called deontological approach to ethics, which radically embraces personal responsibility for others' well-being as if it were one's own. This article asks fundamental questions that have significant consequences for diversity, inclusion, equity and justice. The cataclysmic effects of climate change on the habitability of the planet raises questions of intergenerational equity, or posterity. Scientific predictions regarding the future condition of the planet raise the issue of this generation's duty to those of the future.

The developed countries have generated the vast majority of carbon pollution but the developing countries bear the brunt of the consequences of climate change. This problem raises issues on geographic and ethnic equity. Professor Brown is currently revising and resubmitting an article on Texas citizen petitions for rulemaking under section 2001.021 of the Texas Government Code, arguing that the Texas statute should mirror section 553(e) of the federal Administrative Procedure Act to allow for judicial review of a citizen rulemaking petition that an agency denies.

One cannot overestimate the importance that judicial review can play for citizens who seek to initiate rulemaking in a federal agency. Just one example underscores the role that federal courts can play when an agency refuses to initiate a rulemaking that is both consistent with its enabling statute and in the public interest. In *Massachusetts v. EPA*, 549 U.S. 497 (2007), the United States Supreme Court concluded that the United States Environmental Protection Agency (EPA) had acted arbitrarily and capriciously when it refused to initiate rulemaking to determine whether greenhouse gases were air pollutants that constituted a public endangerment from mobile sources of pollution. Had federal law not enabled citizens to seek judicial review of the EPA's refusal to initiate the rulemaking, the United States would not have enacted national policies to decrease greenhouse gas emissions.

No such judicial review exists in Texas, and the result is that rulemaking petitions of great potential benefit to the state are denied. Conspicuous examples exist: a petition for rulemaking before the Texas Commission on Environmental Quality that would have protected so-called pristine streams



Prof. Christopher Brown
Associate Professor



San Marcos River

from degradation, and a petition before the Public Utilities Commission that would have increased the state's commitment to renewable energy. Professor Brown analyzes a decision rendered by the Austin Court of Appeals that held there was no statutory authority for judicial review of denied petitions for rulemaking. Without independent review of an agency's reasoning when it denies a citizen petition, Professor Brown argues that the potential utility of such a petition is lost: an agency can simply deny a petition without recourse for citizens and continue following the agency agenda without disruption. The article concludes that Texas would benefit by amending its Administrative Procedure Act to allow citizens to seek judicial review if agencies deny their petitions for agency rulemaking.

This article has implications for DEIJA. Petitions for rulemaking provide an opportunity to discuss avenues for underrepresented citizens to participate in agency decision-making. Especially with regard to petitions for rulemaking, a citizen petition for rulemaking with judicial review affords underrepresented citizens with a chance at direct involvement. DEIJA issues also arise in Professor Brown's courses. PA 5340 is a public law course that focuses on the constitutional principles that inform and govern federal agencies.

Further, the course examines federal agency rulemaking, adjudication, and enforcement under the federal Administrative Procedure Act. Two primary areas of the course address DEIJA issues. First, rulemakings and petitions for rulemaking provide an opportunity to discuss avenues for underrepresented citizens to participate in agency decision-making. Second, in the part of the course that addresses judicial review of agency decision making, the course uses cases involving the siting of coal-fired power plants and other environmentally harmful facilities. The courts' evaluation of agency decision making provides an opportunity to discuss the disproportionate impact that environmental siting decisions have on the poor and ethnic

minorities.

PA 5380A, Texas Water Law and Policy, seeks to provide a comprehensive overview of Texas surface and groundwater law, estimates of 21st century water demand and the varied strategies Texas has adopted to meet that burgeoning demand, and the difficulties of water planning given climate change. DEIJA issues arise in water policy. With regard to disputes over Texas groundwater, regional water governance, competition for water between rural and urban areas, and other areas of water policy, ethnic dimensions have emerged. The course points out the equitable issues resulting from the role that ethnicity has played in private water disputes, regional water governance, and state water policy.

Professor Brown's university, departmental, and community service also reflects an awareness of DEIJA issues. At the university level, Professor Brown serves as a Title IX decision maker and participated in a week-long training to serve as a decision maker and have served on two panels. Title IX of the Education Amendments of 1972 prohibits discrimination in any educational program that receives federal funding.

At the community level, he serves as Assistant Scout Master for Boy Scout Troop 7414 at Gus Garcia Middle School in Austin, Texas. Troop 7414 furthers diversity by enabling Hispanic youth to participate in scouting free of cost and on a bilingual basis. He underwent training to serve as a scout master and has supervised several bilingual camp outs. At the departmental level Professor Brown has completed the Diversity and Inclusion Training for Faculty Search Committee Members. This training emphasizes the recruitment of highly qualified faculty members of diverse backgrounds and promotes inclusive excellence in faculty hiring and retention. ■

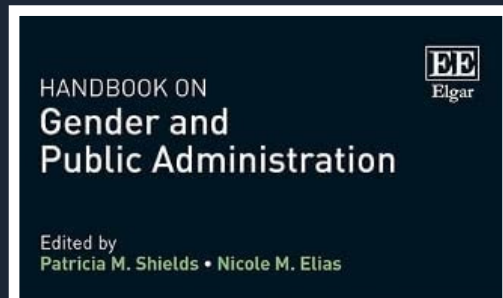
The cataclysmic effects of climate change on the habitability of the planet raises questions of intergenerational equity. Scientific predictions regarding the future condition of the planet raise the issue of this generation's duty to those of the future.

HANDBOOK ON GENDER AND PUBLIC ADMINISTRATION

This ground-breaking Handbook on Gender and Public Administration, edited by Dr. Patricia Shields and Dr. Nicole Elias, brings together leading experts to explore the emerging contexts of gender and public administration. Dr. Shields observed that "Editing the Handbook on Gender and Public Administration with Dr. Nicole Elias was an enlightening experience. I am pleased that the Handbook contains a set of chapters that align with MPA core courses. I am planning to assign the chapter on Gender in Ethics in my graduate ethics class."

The book explores gender equity and further examines masculinity, intersectionality and beyond binary conceptions of gender. Chapters written by expert contributors provide an in-depth analysis of the history, theory, and context of gender equity alongside the intersection of gender and traditional public administration topics such as budgeting, personnel, organizations, ethics, performance, and representative democracy. Furthermore, it investigates gender dynamics in international, governmental, non-profit, policy and academic contexts, highlights the progress made, and identifies the ongoing challenges. This Handbook is designed to be a resource for scholars in public administration who wish to explore gender and the broader questions of social equity, diversity, and inclusion.

This book features chapters written by Dr. Shields, Dr. Rangarajan and Texas State MPA and MA Alumni Ashley Wayman, Samantha Alexander, and Mark Lottman. Ashley Wayman, who co-authored a chapter about women in city government with Samantha Alexander and Dr. Shields shared that "This research has greatly informed my career decisions and has given me unmatched insight into public administration through the eyes of those in top leadership positions. I hope the voices we shared encourage others to forge their own path in local government and ultimately to seek out the job of city manager, just as they have encouraged me." Mark Lottman co-authored a chapter with Dr. Rangarajan. Their chapter analyzed trends in scholarship on gender issues across many US based and international journals over a ten year period. Lottman remarked that "Thematic analyses of articles deepened my appreciation for the work of fellow researchers in this space and highlighted the need for continued efforts for gender parity. Increased availability of incentives, the minimization of harms, and intentional work towards greater inclusivity are all necessary to further the field of public administration and help set positive examples for the agencies and companies in the public and private sectors." ■



Above: Dr. Patricia Shields, Texas State University System Regents' Professor

Below: Mark Lottman, Texas State University MPA Alumnus



BOREN FELLOWSHIP

Awarded to Eric Alper



student at Texas State, to receive the prestigious and highly competitive Boren Fellowship since The Graduate College started offering external funding advising services in 2016. Eric is also Texas State's first Boren awardee to the SAFLI program.

In response to what motivated him to pursue this fellowship, Eric notes that "One thing I wished I did in my undergraduate program was travel abroad. Being a Boren fellow not only allows me to do that, but it offers me a chance to follow my dream of working on issues of global governance related to climate change and sustainable resource use. Because India is a major climate partner of the U.S., learning Hindi will be critical to collaborating with Indian officials to address our common problems."

Eric used to work in the private sector selling weapons systems as a subcontractor to the Department of Defense. He pivoted to graduate school to work towards a career in public service working for the common good. The Boren fellowship is an ideal way to enter the field at the federal level, which is the most effective platform to analyze, influence, and craft national and bilateral programs and policies on sustainable resource management. Eric believes that learning Hindi in India and deepening his knowledge of environmental policy will bring him closer to fulfilling his professional goals and serving the US government.

Eric Alper, a graduate student in the Master of Public Administration (MPA) program, was recently selected as a Boren Fellowship awardee. The Boren Awards are an initiative of the Department of Defense National Security Education Program, which offers fully funded (up to \$30,000), long-term overseas study of less commonly taught languages in world regions critical to U.S. interests and national security. Boren Fellows represent a vital pool of highly motivated individuals who plan to pursue careers in the U.S. federal government.

Eric applied to study Hindi through Boren's South Asian Flagship Languages Initiative (SAFLI) during the 2022-2023 academic year. The SAFLI program includes U.S. domestic language study at the University of Wisconsin-Madison and overseas language study at the American Institute of Indian Studies in Jaipur, India. Eric is the first graduate student in the MPA program, and the fifth graduate

"Being a Boren fellow... offers me a chance to follow my dream of working on issues of global governance related to climate change and sustainable resource use."



Eric spent the fall 2022 semester in Jaipur, India and describes his experience as follows: "Before coming to Jaipur, India I couldn't even conceptualize what it would be like to live in a place so seemingly different from my U.S. experience. Today I am incredibly grateful to be living in this dream.

Being immersed in another culture and learning its language has opened my eyes to a new universe. For 3½ months I've studied Hindi, and every day I see something, learn something, and meet someone new. Both in and out of the classroom, every day I am challenged to think, write, and speak using an entirely new alphabet and grammar system. And while attending Hindi classes has been the foundation of my Boren Fellowship experience, daily living in a culture and city entirely foreign to me has been the most rewarding.

I am living with a host family that has taken me in as one of their own. Every evening with my host mother and brother we talk about India, language, life, policy, and much more. I celebrated Diwali with my extended host family over the course of four days in which we had special dinners, religious ceremonies, and lit fireworks from the roof of our house!

I've attended community meetings, visited beautiful temples, walked in new ecosystems, befriended staff at cafes I frequent, and navigated an entirely different transportation system and traffic customs. These experiences have brought me new perspectives on the world from which I am growing as a person and in my understanding of policy and people." ■



Above: Eric with his host family in Jaipur

Webinar on Disability Policy & Administration in South Asia

The main aim of this webinar was to shed light on numerous disability issues in these countries and find potential gaps in research and practice that need to be addressed by scholars and practitioners.

A webinar titled “Disability policy and administration in South Asia: A call to action for academics and practitioners” was conducted on May 5th 2022. This webinar was organized by Dr. Nandhini Rangarajan, who is of South Asian Origin. She serves on the board of the South Asia Section for Public Administration (SASPA) which is a sub-section of the American Society for Public Administration.

The webinar focused on disability rights, policy, and administration from an international perspective and brought together experts from India, Pakistan, Bangladesh, Afghanistan, Sri Lanka, and South Africa. Some reports estimate the world’s disabled population at one billion and indicate that almost 80% of that population live in developing countries some of which have been slow to act on potential policy and administrative solutions to help the differently abled.

The main aim of this webinar therefore was to shed light on numerous disability issues in these countries and find potential gaps in research and practice that need to be addressed by scholars and practitioners. While three of the speakers presented a broad overview of systemic and institutional barriers in their countries, the remaining two speakers discussed the creation of a nonprofit organization and the creation of communication aids to overcome informational barriers.

Dr. Nilika Mehrotra, a Professor at the Center for the Study of Social Systems, Jawaharlal Nehru University, New Delhi, India introduced the policy climate for disability in India. She traced the evolution of the disability rights movement in India emphasizing the need for state action for “marginalized sections like Indigenous people, Dalits, and minorities”. She also observed that “disability is being articulated as a singular marker rather than as intersectional identities” and given her research focus on disability and gender, emphasized that “development policies need to

articulate the questions of gender and disability in a significant way to ensure sustainability.”

Following Dr. Mehrotra was Ms. Prachi Deo, founder and executive director of a non-profit organization based in India, Nayi Disha, which works as a life-long partner to support and empower families touched by Autism, Down syndrome and other disabilities. Under Prachi’s inspiring leadership, Nayi Disha has won several awards including the prestigious Zero Project Award given by the UN. She is also the recipient of the prestigious India Inclusion Fellowship in 2018 and was named the Salzburg Global Fellow in 2020. Prachi’s talk gave the audience a sense of how Nayi Disha was founded. Her talk tugged at the heartstrings of the attendees as she described the difficulties and discrimination faced by her brother who has Down’s syndrome and the struggles of her family in protecting and caring for him in a world that lacked the right attitude towards the differently abled and awareness about such issues. Prachi’s segment showed how India lags behind when it comes to disability determination, medical assessments, provision of assistive devices for mobility, access to inclusive education, transportation policies aimed at the differently abled and many such issues that require immediate attention. Prachi noted that “Nayi Disha was born to bridge this existing gap and works as a lifelong partner to families”. She believes that “families with the right support can be true change-agents to their children”. Nayi Disha’s services reach 11,500 families, 250,000 people and 600 cities and villages in India.

The next mini talk was given by Dr. Shakila Dada, a professor and director of the Centre for Augmentative and Alternative Communication (CAAC) at the University of Pretoria, whose work explores the use of augmentative and alternative communication systems to facilitate language learning and participation in society for individuals with complex communication needs. She discussed the creation of communication boards that were used to facilitate healthcare visits for those with complex communication needs. Dr. Dada discussed a UNICEF project in South Africa, a country with 11 official languages, which was tasked with the creation of communication boards. She observed that “for individuals with complex communication needs, a long history of difficult healthcare visits is common. Sometimes a communication board helps prepare them for the visit, so that they can get to the hospital in a more relaxed frame of mind.” Dr. Dada provided details about the research project and particularly showed the audience how youth with disabilities and complex communication needs were included in every phase of the study. She indicated that “stakeholders with disabilities have been involved in the

Nandhini Rangarajan

Associate Professor & Director, MPA Program
Texas State University
San Marcos, USA



Shakila Dada

Professor & Director
Centre for Augmentative & Alternative Communication
University of Pretoria,
South Africa



Nilika Mehrotra

Professor
Center for the Study of Social Systems
Jawaharlal Nehru University,
India



Sharin Shajahan

Assistant Professor & Head
Core Program of the Asian
University for Women,
Bangladesh



Prachi Deo

Founder & Executive Director
Nayi Disha, India



Binendri Perera

Lecturer, Department of
Public & International Law,
Faculty of Law
University of Colombo,
Sri Lanka



“There is much room for improvement in inclusive education, transportation, mobility aids and infrastructure, caregiver assistance, disbursement of benefits, creation of awareness and educating the public about disability.”

identification of the areas in which health education support is required and the design and adaptation of supports to best meet their needs. 14 youth with disabilities were interviewed with regard to their health education needs, 8 individuals with intellectual disabilities and 6 individuals with complex communication needs were also part of the study sample.”

Challenges faced by disabled Afghanis were presented by Dr. Sharin Shajahan Naomi, an Assistant professor of Gender Studies and head of the Core programme of the Asian University for Women in Bangladesh. Her work focuses primarily on disability, violence against women, women empowerment, indigenous rights, human rights, and refugee rights. Her talk emphasized the “need for intersectional feminist perspective” to improve the lives of disabled Afghani women. She listed “economic vulnerabilities, lack of access to the public health system in certain conflict-ridden zones and Taliban occupied territories, social isolation and mental health issues, gender-based violence and lack of access to education” as factors that worsen the plight of these women.

The final speaker Ms. Binendri Perera from the Department of Public & International Law at the Faculty of Law of the University of Colombo provided a comprehensive

overview of the legal and policy framework for disabled individuals in Sri Lanka. She discussed challenges faced by the disabled which arose as a result of the civil war, the pandemic and more recently the economic crisis faced by the country. The three key recommendations that emerged from her talk were “ 1) Mainstreaming the rights of persons with disabilities within all institutions of the state instead of concentrating this as a subject within the Ministry of Social Welfare; 2) Establishing an oversight mechanism on upholding the rights of persons with disabilities either at the level of the President or the Prime Minister to ensure a cross-cutting approach and 3) Attitudinal change within the state apparatus from a charity based approach to a rights based approach”.

In conclusion, the webinar provided numerous insights into the policy and administrative gaps in each of these countries that must be addressed to ensure dignity of treatment for the disabled. A sentiment that was echoed by all the panelists was that any policy or administrative action in these countries should first consider the implications for the differently abled. They noted that while substantial policy and administrative activity happen at the national level, there is no comprehensive mechanism to ensure that the benefits of such activity trickle down to the state and local level. Most of the burden of care is borne by individual families, nonprofit organizations, or some kind of private initiative. There is much room for improvement in inclusive education, transportation, mobility aids and infrastructure, caregiver assistance, disbursement of benefits, creation of awareness and educating the public about disability. The cultural, historical, political, and linguistic diversity of these countries present additional layers of complexity which must be taken into consideration when crafting policy or initiating administrative action to help the disabled. ■



TEXAS STATE UNIVERSITY MPA PROGRAM PRESENTS: **MIXER WITH THE MANAGERS**

TEXAS STATE UNIVERSITY
MPA PROGRAM PRESENTS:

MIXER WITH THE MANAGERS

James Earp
City Manager of Hutto

Stephanie Reyes
City Manager of San Marcos

FRIDAY SEPTEMBER 23RD
5:30-7 PM
UAC 382

FOR MORE INFORMATION CONTACT
DR. NANDHINI RANGARAJAN @
NR11@TXSTATE.EDU

The TXST MPA Program hosted a Mixer with the Managers event the evening of Friday September 23rd featuring City Manager of Hutto and Manager-in-Residence of the TXST MPA program Mr. James Earp and Interim City Manager of San Marcos Ms. Stephanie Reyes. Both city managers not only discussed their formal administrative duties but also covered their unique personal experiences as city managers which ranged from their upbringing to their journey in public administration. The conversations provided a great opportunity for undergraduate and graduate students and faculty that attended to gain insight into the inner workings of city managerial duties as well as the strengths, weaknesses, and obstacles for tackling the job. A few of the topics covered were the city managerial hierarchy, team building, retention, and the typical day-in-the-life of a city manager, which was a popular discussion point for those attending. Overall, students expressed their appreciation for the event after the city managers opened up about their positions on a more personal level. Many students engaged freely with the city managers during the Q&A session held at the end of the event. This was an informative in-person event after almost two years of virtual events due to the pandemic. ■

- In Partnership with ASPA's South Asian Section for Public Administration (SASPA) -

**WEBINAR | Disability Policy and Administration in South Asia:
A Call to Action for Academics and Practitioners**

When: May 5, 2022 (Thursday), 10am to 11am ET
Free to Attend. ASPA Membership Not Required.

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LUNCH & LEARN

DR. NISHA KRISHNAN

Dr. Nisha Krishnan, who is the Climate Resilience Lead at the World Resources Institute in Washington D.C. is a former graduate of the LBJ School of Public Affairs at the University of Texas at Austin where she achieved a Ph.D. in Public Policy. In her research at UT Austin, Dr. Krishnan focused on the political economy of climate-related funds, institutional arrangements, and resilience policies in Bangladesh, one of the most climate vulnerable countries in the world. Though she currently focuses her work on Africa, she helped students in Texas better understand issues like the political economy of climate awareness and water distribution. On March 3rd, she was featured as a guest speaker in the Texas State University's Lunch and Learn Series for the MPA program.

As an expert on climate and disaster risk policy, Dr. Nisha Krishnan presented on resilience and adaptation. Rather than viewing adaptation and resilience as “bouncing back” approaches she argues we ought to them as “bouncing forward” initiatives. She combines the ideas of adaptation and resilience into one cohesive philosophy. She sees them working together to reduce (and prevent), prepare (and respond), and restore (and recover).

Apart from the philosophy of adaptation and resilience, Dr. Krishnan also discussed the politics and finance surrounding the topic. She argues we need to increasingly deploy public finance and harness private finance adaptation and resilience initiatives. She also points out, against conventional views, that adaptation and resilience is not only about avoiding losses but also promoting innovation! Her adaptation and resilience philosophy reduces losses and promotes economic as well as social and environmental benefits! It's really a triple positive dividend in her philosophy for the future, not just a single negative financial necessity to uphold the status quo.

ANDREA VILLALOBOS

Andrea Villalobos, who currently works as the Planning Manager in the Planning & Development Services department at the City of San Marcos, is a native San Martian and Texas State MPA alum. Villalobos graduated from Texas State University back in 2019 with her Master's in Public Administration with a focus in city and urban planning. Her Applied Research Project titled, “A Model Approach to Effective Municipal Housing Affordability Programs” identified the practical ideal components for municipal affordable housing programs and policies to better tackle housing affordability challenges. Currently, in her work with the City of San Marcos, she serves as the Project Manager for Vision SMTX, a comprehensive plan that envisions the next 20 years of Downtown San Marcos and all its key components of housing, the environment, economic development, transportation, and land.

She was featured as a guest speaker in the MPA Program's Lunch and Learn Series on April 1st of 2022. Her presentation was titled “Sustainable Streets from the Inside Out,” which touched on city and transportation planning.

She emphasized that planning is not just something seen but something felt. Her talk demonstrated the intricacies of city planning showing the delicate balance between old and new and private and public infrastructure. Villalobos also explained the multidisciplinary nature of city planning that involves engineers, property owners and political leaders. She offered a sneak peak of “SMTX Vision” during the talk to show exactly how planning works to encourage active lifestyles.

SARAH HARRISON

Texas State University Alumna, Sarah Harrison joined us as a guest speaker on October 28th. Students learned about Sarah's diverse professional experiences in different federal departments and how they led to her current role as a Senior Analyst in the U.S. Program at International Crisis Group.

As an undergraduate student, Sarah attended Texas State University where she completed her Bachelor of Fine Arts degree. After that, she completed her law degree at South Texas College of Law, Houston and later a Master of Law at Georgetown University. Before she could achieve her goal as working as the Associate General Counsel for the U.S. Department of Defense, Harrison had other job experiences, even serving as a speechwriter in the White House. Harrison explained that her clear career goal, tremendous passion for U.S. foreign policy and national security, and adherence to her values all led her to maneuver through all those jobs, gain experience, and make her way to the DoD position that she so desired.

Sarah presented three key career tips to the audience. Harrison stated that a career in public service does not have to be a linear path and reminded everyone to always pursue the work that one values. Her third tip was to not be afraid to take a less than ideal job that would eventually lead to the ideal job.

Now, her position at the International Crisis Group allows her to research and analyze international policy issues to present to policy makers at the highest levels in the White House. For example, currently Harrison and her team are working on learning the history and current policies of Somalia and conducting qualitative research through interviews with various stakeholders on-the ground in Somalia. The research conducted by the International Crisis group facilitates understanding of the situation in Somalia and helps provide recommendations on various crises to influence policy makers in bettering the lives of people in that region.

COUNCILMEMBER RUDY METAYER

The Honorable Rudy Metayer, a Councilmember of the City of Pflugerville, completed the Juris Doctor Program at the University of Texas at Austin. On September 12th, he was invited as a guest speaker in the Texas State University's Lunch and Learn Series for the MPA Program. During the talk, Councilmember Metayer provided details about his career path that led him to his current position as a city council member.

He began the talk by quoting African American Congresswoman, Barbara Jordan, who once said, ‘A nation is formed by the willingness of each of us to share in the responsibility for upholding the common good.’ Metayer spoke of how his upbringing was always rooted in the values of civic duty and led him to pursue a career in law to make the community better than what he had experienced it to be. He also noted that true civic engagement involves the voices and participation of all members of the community as it is one's obligation to the preservation of democracy.

Being the son of Haitian immigrants and the first generation in his family to graduate from college, Councilman Metayer is a vision of true public service in the face of adversity. His love and passion for his home of Texas is reflected in the work he does in the City of Pflugerville where he serves as Vice President of the Travis County Emergency Services District No. 2 (Pflugerville Fire Department), a member of the Pflugerville Charter Review Commission, a member of the Pflugerville Community Development Corporation, and Co-Chair of the Pflugerville Finance and Budget Committee. Metayer became a Councilmember in 2020, and is currently planning to run as a Democratic candidate for Texas House District 50.



Texas State Alumni in City Management:

Practical Insights for a Career in Local Government

The primary focus of this article will be outstanding Texas State alumni in local government. Recently, Public Matters Magazine interviewed four graduates of the MPA program who have embarked on careers in city management: Stephanie Reyes, Interim City Manager for the City of San Marcos, Andrew Freeman, Assistant City Manager for the City of Amarillo, Ashley Wayman, City Administrator for the City of Rollingwood, and Joseph Molis, Assistant City Manager for the City of Lakeway. Their responses provide insight into how they found their way to city management, how their training in public administration prepared them for it, and why they continue to find city management rewarding.





Ashley Wayman
City Administrator, Rollingwood

that he felt satisfaction “in doing something that challenged my abilities and served the needs of the public.” His position with the City of Austin evolved into a calling as Joseph realized his “skills could be used for the benefit of his community.”

“Being part of the solution and trying to help tackle challenges of social justice is really something that fascinates me.”

Why City Management?

Public Matters then asked why, among the many forms of public service, the graduates specifically chose city management as a career. Stephanie Reyes described her decision to pursue city management as follows: “[T]hings have happened very organically on that [city management] front. My MPA [program] at Texas State had an opportunity available for the assistant to the city manager in San Marcos [that] gave you a wide array of exposure to city management. The MPA didn’t speak much to local government and much more of state and federal management.¹ There is a greater emphasis on the local level now, but city management wasn’t something I knew a whole lot about.” Stephanie added that positions like department director or assistant city manager attracted her more than an actual city manager position because of the intense political pressures that city managers often have to deal with.

Andrew Freeman became interested in city management because a family member and former city manager introduced him to it: “I was going to do a bachelor’s in computer information systems and it was actually family members like Bob Cass, a previous city manager of Lubbock, [who] showed me the public administration field. I have him to thank for introducing me to the city management work.” Andrew describes how his career in municipal work began: “My entry into the city of [San Marcos] was [as a] dispatcher and

then after six months there was the executive assistant position which gave me the first opportunity to learn from them and I started working on my master’s degree.”

Ashley Wayman studied accounting as an undergraduate and planned to become a CPA. Her accounting program required her to do an internship in a city finance department. The city finance position, in turn, convinced her that she wanted a career in public service: that she “wanted to go into local government finance and then eventually on to city management.”

The path that Joseph Molis took differed from his local government peers. Twenty years before he enrolled in the Texas State MPA program, Joseph worked for the City of Austin, where he was introduced to GIS (Geographic Information Systems). Joseph considered GIS a perfect fit for his interests and abilities: “it combined computers, mapping, problem solving, and out-of-the-box thinking about how we relate to the real world.” Joseph ultimately earned a degree in GIS/Geography and went to work in the private sector, but he discovered that as he “moved more away from working directly with people in the community, the



Stephanie Reyes
Interim City Manager, San Marcos

work lost its satisfaction, and I began to question the path I was following.” As luck would have it, he received another opportunity to work for a city: “Harker Heights, managing GIS in their Planning and Development Department, which introduced me to urban planning.” Joseph reached the position of Senior Planning Director. After his tenure at Harker Heights and completing his MPA at Texas State, Joseph was hired by the City of Lakeway as City Manager, where he has once again felt a sense of calling in his efforts to “keep the lights on and the water flowing.”

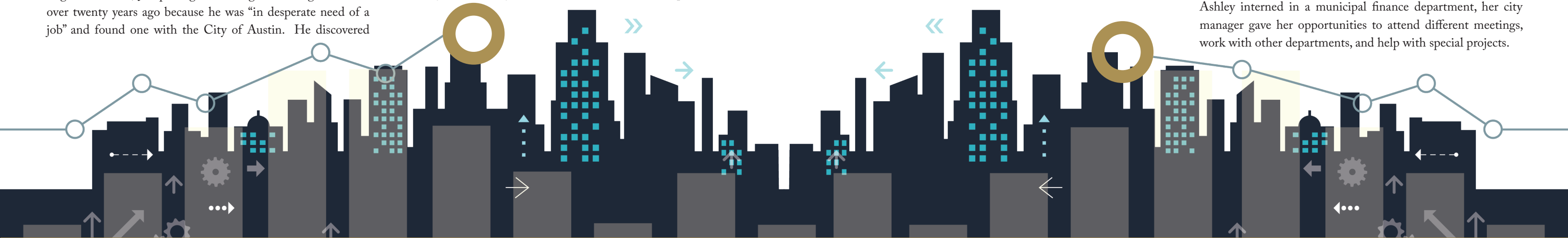
Why is City Management Interesting?

Just what did the graduates find interesting about city management? Stephanie Reyes explained why city management interests her so intensely: “The reason I’ve been drawn to city management now is to try and be a ‘difference.’ At this particular time in city management there are a lot of changes that have occurred with public service. It is important we are bridging the [gap between] legislators and the city administrators. Being part of the solution and trying to help tackle challenges of social justice is really something that fascinates me.”

“Show the human side and get in the ring and take the licks it takes to stick in this position. You don’t let fear hold you back.”

Andrew Freeman became interested in city management only after he began working for the City of San Marcos: “I didn’t even know about city management... they have so many different things you don’t even know about it. It wasn’t until I started working for the city of SM that I was exposed to the intricacies of city management. It was the luck of being introduced to city management.”

Ashley Wayman’s internship with a small city convinced her to pursue city management as her career. When Ashley interned in a municipal finance department, her city manager gave her opportunities to attend different meetings, work with other departments, and help with special projects.



She liked working with new people every day and learning about what they did how they interacted with the public. Ashley was also exposed to different city departments through the budget process when she served as an assistant finance director. In this role she enjoyed collaborating with city management to prepare and present budget information for the city council. As assistant finance director she could see herself “sitting on the other side of the table and working in the city manager’s office.”

The Influence of Mentors

All of the graduates could point to family, academic, or workplace mentors who influenced their decision to work in city management. Stephanie Reyes is an avid reader and derives inspiration from the authors she reads. Brene Brown, who writes about vulnerability in leadership positions, is one example. Stephanie found Brown’s message to women in professions to be “incredibly helpful.” Brown writes that women give weight to their feelings because of their compassion and empathy, but Brown emphasizes that this is not a weakness. As Stephanie puts it, “Show the human side and get in the ring and take the licks it takes to stick in this position. You don’t let fear hold you back.”

“One can exhibit leadership qualities regardless of the position one holds.”

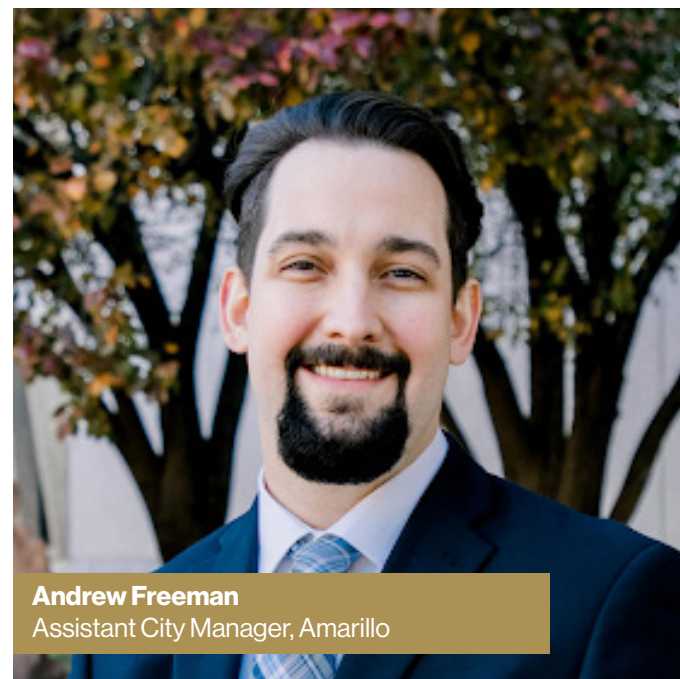
Stephanie also felt support from Collete Jamison, whose position as Assistant to the San Marcos City Manager Stephanie filled. To Stephanie, a good mentor is someone who sees in you that you don’t see in yourself. She tries to “pay forward” to others starting out in the profession a mentorship role.

Andrew Freeman remembered that his early mentors were San Marcos city managers Collete Jamison and Laurie Moyer. He worked for Ms. Jamison and Ms. Moyer for three years: “[They] took me under their wing and got me involved

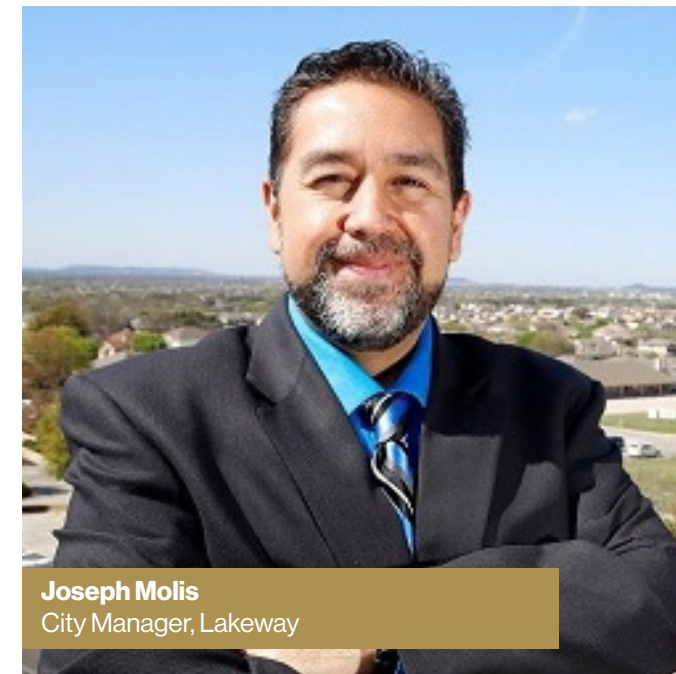
in all the different departments they oversaw... they let me get involved [in substantive work].” Andrew adds that Ms. Jamison and Ms. Moyer “helped with the million questions I would have after every interview.”

For Joseph Molis, workplace supervisors have also proven to be the most important mentors in Joseph’s local government career thus far. In his position at the City of Harker Heights, a senior planner named Jim Schulz cultivated Joseph by giving a wide range of assignments and “grooming” him for promotion. Two successive city managers --Steve Carpenter and David Mitchell—played critical roles in Joseph’s progress toward the position of Senior Planning Director.

Ashley Wayman especially appreciated the support her parents gave her, as well as the city managers she has worked with. At Texas State, Ashley points to the valuable impact that Pat Shields had on her education, especially in terms of teaching Ashley research and critical thinking skills.



Andrew Freeman
Assistant City Manager, Amarillo



Joseph Molis
City Manager, Lakeway

Impact of Graduate Education

Public Matters asked the graduates to consider whether skills they gained in the MPA program have helped them in their current career positions. Stephanie Reyes sees the MPA program as giving her a “core foundation.” She sees the best training as on-the-job, but the principles she learned in the MPA help her “marry theory with practice.” She particularly appreciates as relevant to the workplace the ethical principles she also emphasized that she learned from Pat Shields’s class.

Andrew Freeman believed that the MPA program was great, in part because he was already working in city management so he could apply the principles he learned in class. It wasn’t a situation where he got the degree first and applied the principles later. Further, Andrew believes he would not even received an interview if he hadn’t been in the MPA program. He said the degree got his foot in the door. Andrew also believes that completing the MPA was necessary to make progress in a job once hired. He is in his fourth position with a city and having the MPA has helped him demonstrate he has the education to

“It is your responsibility to make sure your audience understands you... to be truly effective, you must learn to communicate.”

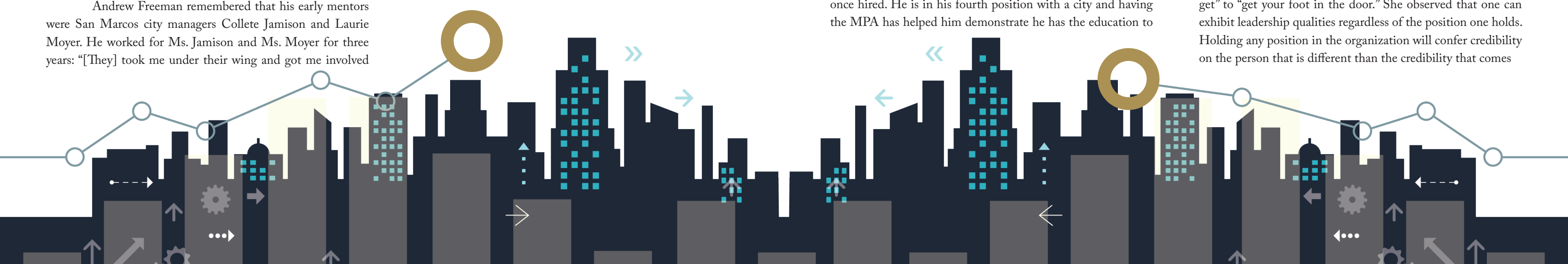
complement his experience. Together, education and experience have helped him succeed in his positions.

Ashley Wayman found the MPA coursework valuable, and also believes the MPA program taught her how to think critically and to understand the ubiquitous role that public service plays in the world around us. Ashley also appreciates the emphasis on research in the MPA program, which allowed her “dive head-first into my chosen career path and allowed me to gain insight into the things I would deal with once I joined the profession.” myself. She concludes that the program exposed her to many new concepts and ideas that have served as tools in her current position.

Joseph Molis saw the value of the MPA program from a different perspective. He emphasizes that the program taught him the importance of data driven decision making: understanding the data used to make decisions, understanding the importance of metrics, and understanding which metrics truly matter. He sees as even more important the ability to condense and communicate data-based information to the citizens and policy-makers so they can make the best decisions.

Practical Advice

Finally, the graduates were asked if they could provide any advice or a message to current MPA students with an interest in city management. Stephanie Reyes offered advice at two phases: getting the job and performing the job once hired. First, with regard to getting the job: Stephanie exhorted aspiring city managers to take “any, any, any position you can get” to “get your foot in the door.” She observed that one can exhibit leadership qualities regardless of the position one holds. Holding any position in the organization will confer credibility on the person that is different than the credibility that comes



from holding an MPA.

Second, with regard to performing on the job: Stephanie advised keep an open mind and develop relationships by listening. She added: “Approach things from an interest-based perspective. Look at what is driving something people are asking for, such as something in the middle. It’s true for individuals, departments, administration, community, I think having an open mind and listening with intent and really trying to understand and again be you and don’t let fear control you.”

Andrew Freeman would encourage MPA students interested in public management first to give serious thought to the level of government in which they want to work. If someone wants to work in local government, they should reach out to their local city and ask about internships and learn about the day-to-day about their position. Andrew notes that, although someone has lots of options with a public administration degree, going to local city council meetings and seeking city internships are useful for finding out what the job will look like after the degree. Such involvement with city government is useful for long term career planning. He believes that interns have a leg up when assistant to city manager positions open up; internships are also invaluable for networking.

Andrew also recommended taking advantage of student discounts to join professional associations for training, programs, conferences, and networking. He also emphasized that anyone interested in city management should be a good citizen who knows their council member and mayor and should reach out to build a network through city organizations and educational programs.

Ashley Wayman would tell current MPA students interested in local government to use the Applied Research Project to focus on something they are really passionate about. Ashley focused her research on female assistant city managers, which allowed her to make contact with women in local government leadership around the state. Ashley also encourages MPA students interested in city management to get into local government wherever possible: she advises against ruling out any available position, and that a city manager’s office is a great place to learn. However, spending time in another department and digging into one aspect of local government can also prove

to be a valuable experience.

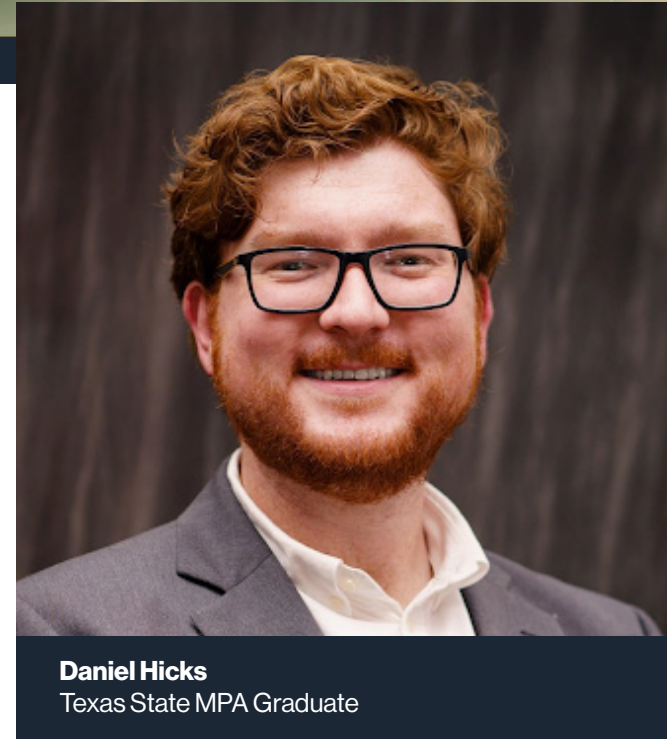
Joseph Molis would encourage current MPA students interested in local government to focus on their communication skills. Since city officials must deal with such diverse constituencies Joseph would emphasize that public service “is really about communication: who are you addressing, and do they understand you? It is your responsibility to make sure your audience understands you, and you need to speak to their level or you are not communicating. Unlike the corporate or academic

“Anyone interested in city management should be a good citizen...”

worlds, when you are in public service you are often interacting with people of all ages and abilities (including children), and to be truly effective, you must learn to communicate.

The experiences in city management shared by these alums should provide useful practical insights for current MPA students contemplating careers in local government. For BPA and MPA students who want to learn more about local government and possible careers in city management, a valuable resource is the Manager in Residence (MIR) program, which Texas State administers in cooperation with the Texas City Manager Association (TCMA). James Earp, MPA, CPM, (James.Earp@Huttotx.gov) -- the Manager in Residence -- seeks to interact on a sustained basis with BPA and MPA students to help them integrate the practice side of public administration into their education. ■

CULTIVATING RESEARCH-ORIENTED PRACTITIONERS: Reflecting on the ARP Experience



Daniel Hicks
Texas State MPA Graduate

I can’t overstate the initial trepidation I had towards completing my Applied Research Project. I’d never written an original research paper to these standards, and it seemed at first to be an insurmountable task. However, in retrospect the process of conceptualizing and writing the ARP was the single most beneficial experience of the Master of Public Administration program for me. It not only helped develop the skills necessary for rigorous research, but it also connected me with a professional community that I would not have known otherwise.

My career in local government before and during the MPA program, made me think about several relevant questions that I did not have the tools or resources to sufficiently answer. Through the structured approach of the ARP course series, and the close mentoring of the MPA program’s faculty, the impossible was broken down into surmountable steps culminating with a completed ARP.

At the time, I had worked in the utilities field for several years regulating industrial facilities which discharge wastewater to a city’s sewer system. A large part of that regulation was the imposition of fees based on quantities of pollutants in those

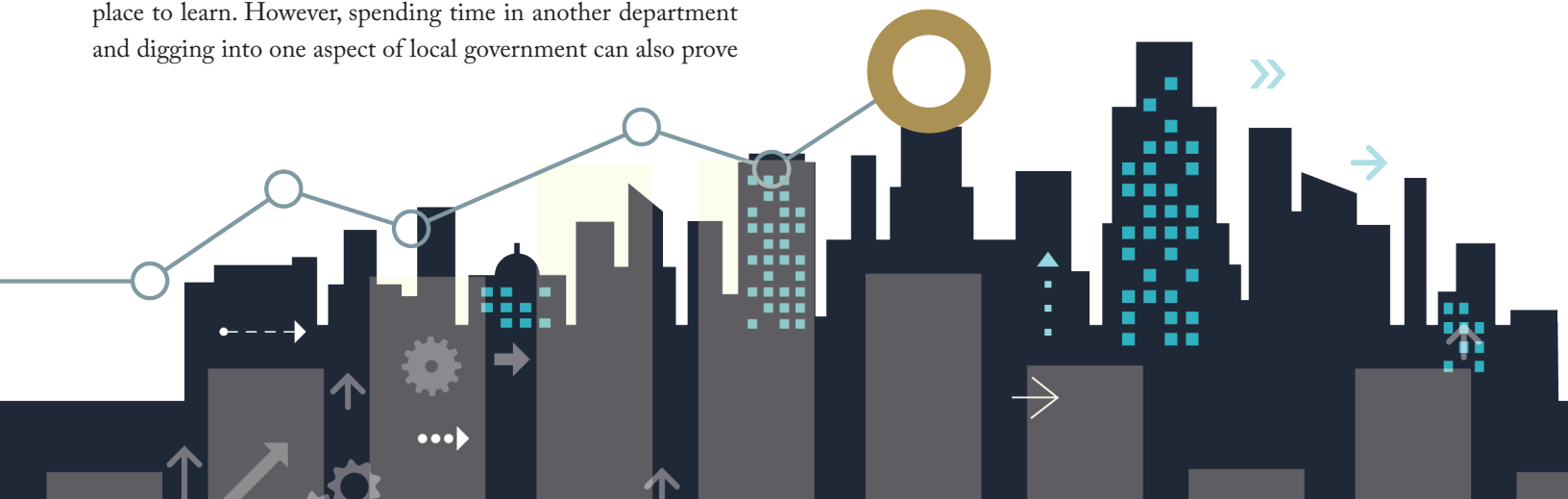
discharges, and I’d wondered if they encouraged industrial facilities to pollute less. This turned out to be a much more difficult question than I anticipated, and during the proposal phase of this research, I reached out to professionals in the field for help through an industry forum post. In response, I received an out-of-the blue invitation to present my research at the EPA Region VI Pretreatment conference!

Although I was apprehensive, especially considering I had barely conceptualized my research, I accepted the invitation. Apprehension turned to excitement as my ARP took shape, and then excitement to pride as I saw conference attendees taking notes in my session! At the end of a long journey to completing my ARP, titled “Establishing the Relationship Between Sewer Surcharge Fees and Pollutant Discharge by Industrial Users,” there was nothing more satisfying than feeling that my research might impact actual policies.

It was a wonderful experience sharing knowledge with the broader industry, and I would encourage all students completing an ARP to submit their research to a conference. While it is undoubtedly a personally rewarding experience, it is also beneficial for your peers and fellow researchers to learn from the innovative research you’re undertaking.

Furthermore, I wholly believe that the process of writing an ARP and presenting it at a conference yields dividends for students’ professional careers. I am certain that being able to speak articulately on my research set me apart from other candidates in a competitive applicant pool for my current position as Management Fellow for the City of San Antonio. I use the same research and communication skills I developed through my ARP in my work on special projects for the City Manager’s Office and Economic Development Department.

In closing, the ARP serves as a challenge and an opportunity to become a subject matter expert and communicate that knowledge to various audiences- fundamentally a similar duty for much work in the public sector. Although it is not easy, students who choose the ARP path to graduation will be rewarded with a great sense of accomplishment, a network of collaborators, and the confidence to tackle any task in their professional work. ■





Leadership in Research and Scholarship: Contributions of Texas State MPA Faculty

Our MPA faculty conduct rigorous research in many key areas of scholarship in the field and demonstrate leadership in their roles as journal editors and as members of editorial boards. Dr. Patricia Shields is on the editorial board of *Administration & Society* and is a contributing editor of *The US Army Quarterly: Parameters*. She has been Editor-in-Chief of *Armed Forces & Society* since 2001. Dr. Shields observes that “My teaching and research interests converge as I edit *Armed Forces & Society*. Supervising and commenting on student papers prepared me to edit *Armed Forces & Society*. Working with students, I learned how to see ways to improve the papers and how to communicate with authors in constructive ways. Editing the journal has also helped with my teaching research methods because I see first-hand methodological advances that I can take to the classroom.” Reflecting on her time as the editor-in-chief she observed that “I have edited *Armed Forces & Society* for 21 years and have seen profound changes in the ways military and society interact. Careful management of workflow is an important element of journal editing. My PA background was very helpful as I took over as editor”

Dr. Howard Balanoff recently assumed the position of Editor in Chief of the American Society for Public Administration’s (ASPA) online journal, *Good Governance Worldwide*. He remarked that “One of the major benefits as the editor-in-chief is to be able to work with and collaborate with talented people from around the world. This experience has greatly enhanced my knowledge of the field. I bring these experiences into the classroom, and it has made me a better teacher.” He has held many appointments with the ASPA throughout his career, including a position on its National Council, Chair of its International Affairs Committee, and Chair of its Section on Professional & Organizational Development. *Good Governance Worldwide*’s mission is to “provide practitioners around the world with insight into today’s public sector challenges,” “offer innovative solutions,” and “forge a more global network within which participants can share their challenges.” Dr. Balanoff noted that “when I assumed the position as Editor in Chief of *Good Governance Worldwide*, in the process of rebuilding the website/journal, my knowledge of technology increased to a great extent. I had to work with an outstanding webmaster and a brand new editorial board to set up a totally new platform for the journal. In doing so, I received a great deal of satisfaction from being able to create something new that would benefit the public administration community.” In addition to these two faculty members serving as editors of journals, Dr. Billy Fields serves on the editorial boards of *Transportation Research Interdisciplinary Perspectives* and the *Journal of Critical Infrastructure Policy*. Dr. Hassan Tajalli serves on the editorial board of *Armed Forces and Society*. Dr. Nandhini Rangarajan serves on the editorial board of *Public Administration Review*, the premier journal of our field. ■



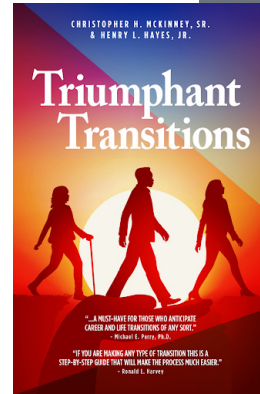
Dr. Howard Balanoff
Dr. Patricia Shields
Dr. Hassan Tajalli
Dr. Billy Fields
Dr. Nandhini Rangarajan

STUDENT SPOTLIGHTS



Henry Hayes

Henry Hayes, a new student in the MPA program, has co-authored a book called *Triumphant Transitions*. Henry is a U.S. Air Force Veteran, Executive Leader/Consultant who specializes in Municipal & Defense Leadership and Human Capital Development. Henry and Christopher McKinney wrote the book while mentoring others on their careers and upcoming changes. It emphasizes how important it is to prioritize purpose and passions, as opposed to chasing a position or a penny. The book was published on August 3, 2022. An interview of the authors with Trinity Broadcasting Network was aired in Sept 2022. Henry notes that “We share from what we do and see as leaders, influencing and supporting others, as well as our transitions from the military.”



Ryan Levine

As a pre-service student in the MPA program, Ryan had the opportunity to develop his skills to be an effective public administrator. Coming from a background studying fisheries and wildlife at his undergraduate program, he had little experience with public administration. Ryan observes that “this program has afforded me multiple opportunities though to develop these skills and more. Through my work as a graduate research assistant at the Institute for Government Innovation, I have been able to work on an environmental policy project for a local government and a mortgage lending dashboard for a Texas non-profit.” These unique projects have allowed him to better understand the policy process and gain real world experience, delivering practical, usable reports for clients. His Applied Research Project focuses on a topic close to his heart and reflects his deep concern for urban biodiversity. It is a case study of biodiversity in San Marcos, titled “Assessing Urban Biodiversity Using the Practical-Ideal Type Framework: A Case Study of San Marcos, TX” It. Ryan notes that this project has helped him “combine my knowledge from my undergraduate degree with research and analysis skills honed by the MPA program and my work at the Institute for Government Innovation.” With these experiences at Texas State University, he hopes to further a career in environmental policy when he graduates in Spring 2023.



J.D. Moore

The Texas City Management Association (TCMA) announced J.D. Moore, manager for marketing and communications for the Greater San Marcos Partnership (GSMP) and 2023 Texas State MPA candidate, as one of its 2022-2023 Clarence E. Ridley Scholars. The Clarence E. Ridley Scholarship, sponsored by TCMA, is a \$5,000 educational fellowship for the August 2022 through May 2023 academic year. Since 1957, the fellowship has been presented to students pursuing an academic mission consistent with TCMA’s goals and Mr. Ridley’s personal commitment to the profession of municipal management. “The company found in the Ridley Scholarship program is an absolute Who’s Who when it comes to Texas public sector management,” Moore said. “It is an incredible honor to join this group representing both GSMP and Texas State with this recognition.”

NETWORKING AT THE PRIMA ANNUAL CONFERENCE: Learning about Risk Mitigation in the Public Sector



Kaylee Boggan
Texas State MPA Student

This past summer Kaylee Boggan, a second year MPA student here at Texas State, got the opportunity to attend the Public Risk Management Association’s (PRIMA) 2022 Annual Conference in San Antonio, TX from June 5-8, 2022. She won a PRIMA Student Scholarship to attend the event and had an amazing time. PRIMA is the largest risk management association dedicated specifically to the public sector. With over 1,400 entities as members, this organization has partnered with PERI (Public Entity Risk Institute) to fund programs to help the public risk management community. Kaylee’s mentors for the conference were Donna Capria, Risk Insurance Manager at WaterOne, along with past PRIMA president and Risk Manager for the City of Chesapeake, VA, Dan Hurley. She also had the opportunity to meet Melissa Steger, MPA, CRM. Melissa Steger is a fellow Texas State MPA alumni and past president of PRIMA. PRIMA’s 2022 Annual Conference featured more than fifty educational sessions that covered broad topics such as what not to do and what to do when it comes to cultural inclusion, developing better benefits for employees, and how to manage risks in all forms from the park service to working remotely.

Kaylee found the session on Park Recreation Exposures and Controls hosted by Shawn Eliff, to be remarkably interesting due to her interest in park service and environmental policy. The session outlined what the necessary knowledge needed to utilize risk management best practices is and how to prevent losses. Further, Kaylee learned how to identify loss exposures and how important preparing for risk is. The other student scholars got the opportunity to meet each other and network at the multiple dinners and events throughout the conference. It was a wonderful chance to learn and exchange ideas with people at all professional levels. PRIMA’s Award Program & Luncheon recognized the student scholars for their achievement. The conference ended with PRIMA’s Leadership Recognition and Keynote Lunch and Learn which had Panelists share their response to incidents in their field, lessons learned, and current policies in place to prevent the recurrence of similar incidents in the future. Overall, the conference was an amazing experience which allowed Kaylee to grow her networking skills and knowledge of how to mitigate risks for the public sector. In the aftermath of the conference, Kaylee was able to do a podcast for PRIMA, reflecting on what she enjoyed and learned. ■

Be sure to check out Kaylee’s Student Scholar Reflection on PRIMA’s conference podcast.



DR. SHERIFF F. FOLARIN

MY SCHOLARLY LIFE & TIMES AT TEXAS STATE UNIVERSITY THROUGH THE VISIT PROGRAM

Coming to Texas had been my childhood dream. The cowboy films, my favorite kind of movies, endeared the western culture to me. I loved watching Clint Eastwood, Franco Nero, Loredana Cappelletti, Sam Elliott, Lee Van Cleef, George Hilton, Chuck Norris, Robert Livingston, and the likes, and admired the cowboy outfits in those old Hollywood movies. These cowboy movie actors were not always Texan or even American, but in Africa, cowboy lifestyle is considered primarily Texan. Furthermore, western country music made popular by my dad in his stereos at home and car, became one of my favorite music genres. To make things even more fitting for my future western experience, my parents named me “Sheriff” at birth. In the United States, the “Sheriff” is the chief law enforcement officer (the police chief) of a county. In Arabic, the name or term, “Sherif”, or “Sharif” (sometimes known as “Al-Sharif”) is similar: it means a “noble” or “high born” and is the title for the chief interpreter of laws.

In 2007, when I had the very first opportunity to visit the United States, I did not get to Texas. As a visiting fellow of the Walker Institute in the University of South Carolina, through a US government-sponsored Study of the United States Institutes, I visited about seven states of the federation, but the closest I got to a cowboy state was California- Santa Monica and Los Angeles. I had returned to the US many times after that year, but sadly, Texas never came into the picture. I had patiently waited and hoped that someday, business would take me to my favorite destination- Texas!

Dreams do come through and true. Providence



Sheriff F. Folarin, PhD.
Visiting Scholar, Department of Political Science,
Texas State University, USA
Professor, Department of Political Science,
Covenant University, Nigeria

brought me to Texas for the first time in May 2021. The mere visit turned out as a major career-advancing encounter. My primary host, Dr. Howard Balanoff, professor and director of the William P. Hobby Center for Public Affairs, and Dr. Ken Grasso, professor and chair of the Political Science Department, having received my request and assessed my qualifications and credentials, offered me the position of a visiting scholar and program faculty from Spring 2022.

I began my teaching career in April 2000, as an Assistant Lecturer at University of Ibadan, Nigeria’s first university. I had graduated as the best student in history and was hired by the department on that basis. However, this was after I had completed a mandatory one-year national service, followed by a graduate degree in political science and a successful stint in journalism and Nigerian Tribune where I served as education and war/conflict correspondent. After my formative years as an academic in Ibadan with modest accomplishments, I proceeded to Covenant University in 2004. With a solid background at Ibadan and an enabling environment at Covenant, I was ready to go.

This was a period of self-discovery for me. I found my unique skills in teaching, mentoring and organizing student

programs. I created the University Tour Guides in 2005, Model United Nations Society in 2007, and Literary and Debate Society in 2014. In 2007, I was appointed as the pioneer head of international students and scholar services, and in 2012 was reappointed as director of the international office. Left in my trail after the first and second stints were over forty memoranda of understanding with American, British, Asian and African institutions and numerous student exchanges in United States and Britain. Between 2005 and 2015, I consistently won the Lecturer of the Year awards organized at the central university, college or student association levels. Between 2003 and 2004, I served as a visiting lecturer at ‘SS’ Peter and Paul Major Seminary and Dominican Institute (now a university) in Ibadan; and between 2011 and 2014, I served as a visiting lecturer at Landmark University and as a collaborative researcher in Ithaca College, in upstate New York. In March-June 2021, I had the same experience.

Since 2020, I have been a visiting professor in the University of Rwanda, where I mentor and supervise PhD students in conflict management; and teach African senior military officers in the Master in Security Studies at the Rwandan Defense Force Command and Staff College. In 2007, I won the prestigious Study of the United States Institutes (SUSI) fellowship, and in 2015 got the fellowship of the Carnegie African Diaspora Fellowship Program to host a colleague from the United States on curriculum development for political science and strategic studies programs at Covenant University. In 2013, I was nominated into the Education for Justice scholars’ consortium of the United Nations Office on Drugs and Crime (UNODC). In 2020, I was nominated and chaired the United Nations at 75 international academic conference in Nigeria. In 2022, I joined the American Society for Public Administration, and by this increased my membership of professional bodies to six (6). The others are Midwest Political Science Association, Nigerian Political Science Association, American Studies Association of Nigeria, Department of State Alumni, and Cultural Diplomacy Research Group of the Public Diplomacy Council of America. I have published four scholarly books. There is one ongoing book project. My research publications



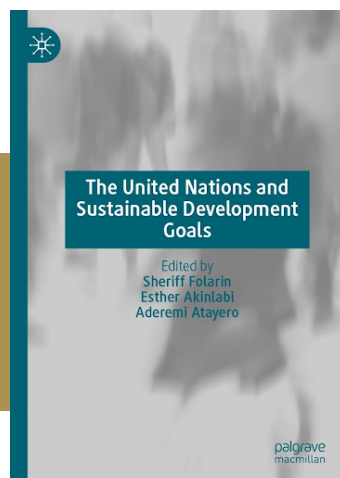
are over eighty (80), produced between 2000 and 2022. In 2001, I published a creative writing, *Breakfast for Supper*, which captures university undergraduate life in Nigeria in the 1990’s.

Having served in many different capacities in the university system, including as director of international office, deputy director (and later chairman of the management board) of African Leadership Development Center, twice as departmental chair, as well as head of several university committees and currently as a university orator, I consider myself to be experienced enough in academic/university leadership.

Texas State University is a citadel that has given me a brand-new experience in academics and networking. While I had worked so hard as a scholar from 2000 to reach the point I where I got promoted to the full rank of a professor of international relations in my home university, Covenant in Nigeria; the working environment in Texas is quite auspicious and enchanting for new things. My host department and the Hobby Center made working so easy and exciting. Aside from the working space and facilities, and the housing, from “The View” to “Thornton”, colleagues have been quite friendly with their invitations to lunch, tea break and kind words on my modest academic achievements and career progress which I find encouraging and quite inspiring. Professor Balanoff and his wife have made my stay in San Marcos and Texas quite easy, impactful and memorable. They were instrumental in my expanded American academic network, membership of the ASPA, editorial position in the ASPA journal, among other experiences. The support of the chair, Professor Grasso and his entire administrative team in the Department also made the difference. The chair has ensured I got a pleasant experience and supported my extended stay and possible full engagement in the Department.

This support has been instrumental in helping me complete and produce two groundbreaking research projects. The first was the United Nations and Sustainable Development Goals, an edited book of chapters published by Palgrave and

“Texas State will remain my second home--academically and culturally. It is my belief that the love I had for the state from childhood became a force that connected us.”





forwarded by the United Nations Secretary-General, António Guterres. The second book, *Religion and Global Politics: Soft Power in Nigeria and Beyond* published by Lexington Books (USA) came in exactly two months after the first one. In addition, I have engaged Palgrave Macmillan (a Springer Nature outlet) to publish a third (single-authored) book, *Made in Rwanda; From Apocalypse to Africa's Paradise*, which I started in June, 2022 on the campus of Texas State University. During my stay, I was invited in May 2022, by the Rwandan government to serve as a resource person in the annual "National Security Symposium", the country's highest-level think tank for national development planning and projections. Between April and August 2022, Professor Balanoff and I worked in building an African content in the international and comparative public administration syllabus. We worked on two courses (PA 5330 and PA 4352) in which we meticulously built in African perspectives, namely governance, politics and public policy in Africa.

In May 2022, I was nominated/appointed as editor of the Africa Symposia Issue of *Good Governance Worldwide*, a journal/website of the Public Management Section of the American Society for Public Administration (ASPA). This journal issue will be published by February 2023. Currently, the first drafts of final papers are being received from contributors, who are from all over the globe, particularly Africa, which is the focus of the journal issue.

My program faculty engagements have not in any way disturbed my commitments at home, which is the beauty

of working at Texas State. I have successfully guided twelve PhD students over the years including three during my time here at Texas State. This is aside from another thirty-six PhD committees I have been part of as a member, chair or external examiner of oral defense panels. While I am here on leave of absence from my home institution, Texas State has not hindered me from performing those external knowledge industry-building functions where necessary. This liberal posture of TXST in knowledge production anywhere, is simply the idea of a university.

One major area that suits the academic and cultural exchange goal of my program are the visits to places of interest. Courtesy of my hosts, I visited the LBJ Presidential Center/Library in Austin, where I found, first-hand, the life story, leadership dynamics, challenges and accomplishments of President Lyndon B. Johnson. It was a memorable visit that also acted as a mental therapy for me, having been boxed in the hole

"Texas State University is a citadel that has given me a brand-new experience in academics and networking."

of research in San Marcos hitherto, for about a month. A football game in Austin in March, won by TXST was a beautiful one as I had a taste of American cultural and sporting delight. This was the second football game I would be witnessing, having been to one in June 2007. By the way, my son plays football and did well with his former high school team in North Carolina. He is hoping to start playing for his new school in Arkansas. The experience in Austin and the passion my son has for the sport make me love American football more.

Other cultural activities I have witnessed included visits with the Balanoffs and friends to restaurants of different kinds: Southern, Mexican, African, Chinese, and Asian, where I had felt the cuisine diversity of the country. The regular moments of sharing career experiences and family outings with Dr. Miha Vindis professor and director of Certified Public Management program in the Hobby Center, and the memorable lunch breaks with Drs. Hassan Tajali and Bill Desoto, facilitated my settling in. In addition, the rich interactive moments with Drs. Sherri



Opposite Page: Texas State University' campus
Above: Lagos, Nigeria skyline

Mora, Nandhini Rangarajan, Cecilia Castello and Thomas Doyle; guidance and kindness of Denise, Chris, Dr. Yun, among others in my academic Department, and Dr. Jonathan Tyner and the International Students and Scholar Office, have gone a long way in further making the campus auspicious for work. I cherish the African communal wining and dining organized and hosted often by Professor Agwuele, and the social circles with Dr. Michael Onuoha, Akinwale Daniel, Victor Jubril, Akin Alo, Tyree, and Madam Stella.

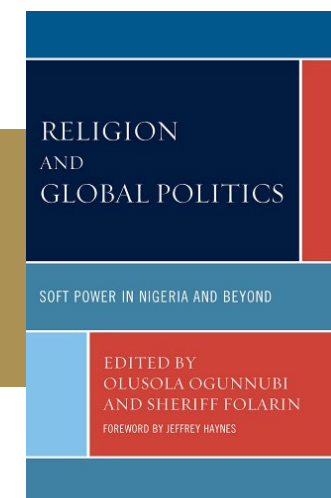
I gained a lot personally from Professor Balanoff. His approach to teaching is particularly unique. His style of teaching makes students quite academically engaged. He makes them read and prepare adequately for class discussions. Also,



Above: Capitol building in Austin, TX

his relationship with people is unbelievably respectful. Despite his age and almost 50 years of university teaching experience, he considers no one as a junior to him. He treats everyone as equals. He and his wife are incredibly kind. They will go out of their way to help people, including total strangers. I am absolutely glad to have them as my family.

Texas State will remain my second home- academically and culturally. It is my belief that the love I had for the state from childhood (even when I knew little about it) became a force that connected us. I am overwhelmed by the amount of peace, depth of warmth and reception I have enjoyed in Department, University and the state. Texas knew I have always loved it and has, through its good people and colleagues, shown me love in return. I am immensely grateful to the Department of Political Science and William P. Hobby Center for the invitation and funding through the VISIT program, for making my dream a reality and for the enormous show of love. ■



CERTIFIED PUBLIC MANAGER PROGRAM



The Certified Public Manager® Texas (CPM) program has had a very successful start to 2022. The program hosted a large graduation ceremony in June as 100 new graduates completed the CPM Texas program. Our graduates come from every corner of the State of Texas and represent more than 70 public and non-profit institutions. We were joined by historian and author Dr. Jeremi Suri, who delivered a fantastic keynote address at the Texas State Capitol. The following CPM graduation will be held in December. In addition, the CPM program is proud to collaborate with Mr. Brad Frailicks and support the first Texas Veteran Success Symposium, which will be held at Texas State University on March 29, 2023. Finally, thanks to the efforts of Dr. Howard Balanoff, all CPM candidates have also been extended a free membership with the American Society for Public Administration (ASPA).

Dr. Miha Vindis, the Director of the CPM Texas Program & Professor of Practice, has also represented Texas State University at the local International City/County Management Association (ICMA) and Texas City Manager Association (TCMA) conferences and meetings. These events have aimed to promote student involvement in university ICMA/TCMA chapters and create opportunities for our graduate and undergraduate students. In addition, the Texas State University ICMA Student Chapter is also collaborating with the CPM program to create further opportunities for our students for internships, jobs, and scholarships, as well as provide mentoring opportunities. ■



2022 MPA GRADUATES

Applied Research Project Track:

Sheila Cunningham • Brackish Groundwater Desalination: A Decision Support Tool

Daniel Hicks • Establishing the Relationship between Sewer Surcharge Fees and Pollutant Discharges by Industrial Users

Grayson Roberts • The Correlation Between Land Use and Pollutants in Stormwater Runoff: An Analysis of Pollution from Residential, Commercial, and Industrial Areas in the City of Austin, Texas

Catherine Wicker • Bridging the Civic Gap: Exploring How Universities and Counties Build Civic Power

Non-Thesis Track:

- | | |
|----------------------------|------------------------------|
| Yabsira Adera | Blaine Miller |
| Norman Agee | Omar Molina |
| Alison Castillo | Roger Morris |
| Samantha Griesinger | Mackenzie Poston |
| Mary Johnson | Marycarmen Ramirez |
| Marlette Juarez | Mason Ray |
| Tristan Laicer | Sara Reeder |
| Christina Leicht | Vernocia Reyes-Ibarra |
| Gadiel McDonald | Roxanne Saldivar |
| Teyra Medina | Quintasia Walters |

TEXAS  STATE
Public Administration



2022 FACULTY ACHIEVEMENTS

PUBLICATIONS:

Dr. Billy Fields

- Fields, B., Craddock, A. L., Barrett, J. L., Hull, T., & Melly, S. J. (2022). Active transportation pilot program evaluation: A longitudinal assessment of bicycle facility density changes on use in Minneapolis. *Transportation Research Interdisciplinary Perspectives*, 14, 100604.
- Fields, W. M. (n.d.). *Envisioning the Resilient Street: Evaluating Knowledge Transfer from Best Practice Leaders in New Orleans, LA*.
- Koglin, T., Alvanides, S., & Fields, W. M. (2022). Overview of Special Issue on Urban Cycling: Rationalities, Justice, Safety, and Analytics. *Transportation Research Interdisciplinary Perspectives*, (Special Issue on Urban Cycling).
- Koglin, T., Alvanides, S., & Fields, W. M. (Eds.). (2022). *Urban Cycling Special Issue of Transportation Research Interdisciplinary Perspectives*. Transportation Research Interdisciplinary Perspectives, 14.
- Fields, B., Craddock, A., Barrett, J., & Hull, T. (2022). Active transportation pilot program evaluation: A longitudinal assessment of bicycle facility density changes on use in Minneapolis. *Transportation Research Interdisciplinary Perspectives*, 14, 1–8.

Dr. Nandhini Rangarajan

- Rangarajan, N., Lottman, M., & Earp, J. (2022). Enhancing professional and practical experiences for MPA students: Lessons from a manager-in-residence program. *Journal of Public Affairs Education*, 28(2), 117-137.
- Manoharan, A. P., Gilmore, B., & Rangarajan, N. (2022). Pedagogical approaches to comparative public administration and policy: A study of NASPAA programs with a specialization in global/comparative administration. *Journal of Public Affairs Education*, 1-15.
- Manoharan, A. P., & Rangarajan, N. (2022). Public administrators as storytellers: Nurturing narrative competence to enrich their professional identity. *Administrative Theory & Praxis*, 1-12.
- Dailey, S., Gilmore, B., & Rangarajan, N. (2022). The visualization of public information: Describing the use of narrative infographics by US municipal governments. *Public Policy and Administration*, 09520767221140954.
- Rangarajan, N., & Lottman, M. (2022). Trends in international scholarship on gender and public personnel administration (2008-19). In Elias, N. & Shields, P. Eds. *Handbook on Gender and Public Administration*. Edward Elgar Publishing.
- Manoharan, A.P & Rangarajan, N. (2022). Administrative education, training, and capacity building: the role of the Indian Institute of Public Administration. In Bottom, K., Diamond, J., Dunning, P., and Elliott, I. Eds. *Handbook of Teaching Public Administration*. Cheltenham, UK: Edward Elgar Publishing.

Dr. Patricia Shields

- Shields, P. M. (2022). How Afghanistan influenced the Content of *Armed Forces & Society*: An Editor's Reflection. *Armed Forces & Society*. <https://journals.sagepub.com/doi/full/10.1177/0095327X221088024>
- Travis, D., & Shields, P. M. (2022). Introduction to the Symposium on National Security and Social Science. *Armed Forces & Society*. <https://doi.org/https://doi.org/10.1177/0095327X221115068https://journals.sagepub.com/doi/10.1177/0095327X221115068>
- Wayman, A., Alexander, S., & Shields, P. M. (2022). Women in Texas Local Government: The Road to City Management. In *The Handbook of Gender in Public Administration*. Edward Elgar.
- Shields, P. M., & Elias, N. (2022). Introduction to Gender and Public Administration. In *Handbook on Gender and Public Administration*. Edward Elgar.
- Shields, P. M. (2022). The Origins of the Alternative View of Public Administration: Women Pioneers. In *Handbook of Gender and Public Administration*. Edward Elgar.
- Shields, P. M., & Soeters, J. (2022). Jane Addams and Public Administration: Clarifying Industrial Citizenship. In *The Oxford Handbook of Jane Addams*. United Kingdom: Oxford University Press. <https://doi.org/DOI:10.1093/oxfordhb/9780197544518.013.3>
- Shields, P. M., & Soeters, J. (2022). Jane Addams and the Nobel Art of Peaceweaving. In *Oxford Handbook of Jane Addams*. Oxford University Press.

Dr. Hassan Tajalli

- Brookman, R., Wiener, K., DeSoto, W., & Tajalli, H. (2022). Racial animus and its association with punitive sentencing and crime types: Do Australian community attitudes reflect the United States? *Journal of Criminology*, 26338076211051785.
- De Soto, W., Wiener, K. K. K., Tajalli, H., & Brookman, R. (2022). A comparison between Australian and US populations on attitudes to criminal behaviours. *Psychology, Crime & Law*, 28(2), 115-131.

CONFERENCE & PROFESSIONAL PRESENTATIONS:

Dr. Nandhini Rangarajan

- Rangarajan, N (panelist) NASPAA- Network of Schools of Public Policy, Affairs, and Administration Conference Institutionalizing Diversity, Equity, Inclusion and Accessibility : Preparing Public Service Professionals to Function in a Multifaceted World, October 19-21, 2022|Chicago, Illinois
- Rangarajan, N, Witkowski, K. & Whetsell, T. (2022) Annual Conference of the American Society for Public Administration "Exploring the Academic-Practice Boundary in Public Affairs Scholarship: Findings from a Bibliometric and Network Analysis of Multidisciplinary Publications", Jacksonville, FL, United States (March 2022)
- Gilmore, B, Rangarajan, N. & Manoharan, A.P. (2022) Annual Conference of the American Society for Public Administration " Teaching Public Administration from an International and Comparative Perspective", Jacksonville, FL, United States (March 2022)

Dr. Patricia Shields

- Shields, P. M. (2022). Scholarly publishing in military sciences: Insights from an experienced editor. *The Inter-University Seminar on Armed Forces and Society*, Ottawa, Canada. (October)
- Shields, P. (2022). The Afghanistan War through the pages of *Armed Forces & Society*: An editor's perspective. *The Inter-University Seminar on Armed Forces and Society*, Ottawa, Canada (October).
- Shields, P. M. (Presenter), Elias, N. (Presenter), "Handbook on Gender and Public Administration: A BookTalk," American Society for Public Administration, BookTalk Webinar. (October 6, 2022).
- Shields, P. M. (Presenter), Philosophy Dialogue Series, "Peaceweaving and Positive Peace," Texas State University Philosophy Department. (October 5, 2022).
- Shields, P. M. (Presenter), Elias, N. (Presenter), International Research Society of Public Management, "Women Scholars and Wellness Challenges," *Academic Women in Public Administration*, Zoom. (April 19, 2022).
- Shields, P. M., (presenter)"Discussion of: "Pragmatism as a teaching philosophy in the safety sciences: A higher education pedagogy perspective," *The Art and State of Safety Journal Club*, Zoom, CT, United States. (March 10, 2022).
- Shields, P. M., The Hickman Legacy Project Conference, Philosophy Dialogue Project, "Democracy and Jane Addams Social Ethics through the Lenses of Pragmatism and Hickman's Technology," Department of Philosophy, Texas State, Society for the Advancement of American Philosophy, John Dewey Society, Society for Philosophy in America, San Marcos, TX. (March 24, 2022).
- Shields, P. (2022). (Presenter) Peaceweaving and positive peace. *Philosophy Dialogue Series*. City of San Marcos Library, San Marcos, Texas.

OTHER:

Dr. Billy Fields

- Billy Fields was awarded the Texas State University Community Health and Economic Resiliency Research Faculty Fellow award. This grant will help study local resilient street implementation efforts in Central Texas.

PUBLIC ADMINISTRATION PROGRAM FACULTY



Nandhini Rangarajan, Ph.D.
Associate Professor
Director, Public Administration Program

Areas of Interest: Public Management,
Public Affairs Education, Creativity and
Innovation, Research Methods



Dianne Rahm, Ph.D.
Professor

Areas of Interest: Environmental Policy,
Energy Policy, Science and Technology
Policy, Public Formulation and
Implementation, Public Administration



Patricia Shields, Ph.D.
TSUS Regents' Professor

Areas of Interest: Civil Military Relations,
Pragmatism of Public Administration



Hassan Tajalli, Ph.D.
Professor

Areas of Interest: Methodology, Statistics,
Public Policy, American Foreign Policy



Miha Vindis, Ph.D.
Professor of Practice

Areas of Interest: Organizational Behavior,
Civic Engagement, Leadership Studies



Sherri Mora, Ph.D.
Associate Professor of Practice

Areas of Interest: American Government,
Public Policy-Emphasis, Education and
Finance



Howard Balanoff, Ed.D.
Endowed Professor
Director, Hobby Center for Public Service

Areas of Interest: Personnel Administration,
International and Comparative Public Policy
and Administration



Christopher Brown, J.D.
Associate Professor

Areas of Interest: Environmental and
Natural Resources Law, Administrative
Law, Constitutional Law, Law Related to
Public Administration



Billy Fields, Ph.D.
Associate Professor

Areas of Interest: Environmental Policy and
Management, Place Management, Hazard
Mitigation, and Transportation Policy



Emily Kay Hanks, Ph.D.
Associate Professor

Areas of Interest: Non-Profit and
Voluntary Sector, Public Values, Applied
Communication, and Public Administration



Thomas Longoria, Ph.D.
Professor
Director, Center for Research, Public
Policy, and Training

Areas of Interest: Local Government
Politics and Administration, Non-Profit
Management



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THE MPA PROGRAM IS DESIGNED TO CULTIVATE PRACTICAL, RESEARCH-ORIENTED STUDENTS FOR CAREERS AS REFLECTIVE PRACTITIONERS GUIDED BY DEMOCRATIC VALUES, INTEGRITY AND PUBLIC SERVICE.