

THE MPA NETWORK

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EASTERN
MICHIGAN UNIVERSITY

STUDENTS GAIN FIELD EXPERIENCE BOTH IN AND OUT OF THE CLASSROOM

The Biannual
Newsletter of the
Master of Public
Administration
Program at Eastern
Michigan University



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Bill Richards,
MPA Lecturer

Students enrolled in Bill Richards' PLSC 625 Local Government Management course and PLSC 635 Strategic Management in the Public and Nonprofit Sectors course gained valuable learning experience in the field this past year by working with the City of Tecumseh and the City of Adrian on strategic planning and goal setting. Richards, an adjunct faculty member

for the MPA program and a retired assistant city manager of Farmington, drew from his local government expertise and networks to provide students with opportunities to apply what they learned in the classroom to the real world.

"I arrange for field-study opportunities so that students may become directly engaged with elected and appointed officials and actually participate in a structured experience facilitating strategic planning as both a unique learning opportunity and public service to area communities," Richards explained.



Henry Outlaw,
MPA Student

Henry Outlaw, a first-year MPA student, decided to pursue an MPA degree because, although he felt he had a solid knowledge base, he wanted to improve his public administration skills. Outlaw took both of Richards' courses and was impressed by how Richards exposed students to the course material on a whole new level. "One week, we would discuss the 'how' and learn the 'why,' and the next week, we were in the field

actually doing the things we learned in class," Outlaw said.

Outlaw extended his experience by conducting an independent study of the City of Tecumseh and its implementation of the strategic plan. "These direct connections really drove home the importance of the lessons but also made them relatable and real," Outlaw explained. "I am very grateful to both towns for their hospitality and Professor Richards for his initiative as I received both extensive access and interaction with numerous officials. It goes without saying, being able to observe the entire strategic planning process (from start to finish to follow-up), has made me confident in my ability to conduct planning in my own career."

Jeremy Waechter, a second-year MPA student, also continued his applied learning with an independent study and found that the experience reaffirmed his career path. "I was excited to be able to gain experience in how local government operates and to witness the steps it would take for the City of Tecumseh to implement the strategic plan," said Waechter. "As a community organizer, I have worked to advocate to city leaders to make community improvements.



Jeremy Waechter,
MPA Student

The experience to see a community's desire to plan for the future, and specifically researching plans and zoning tools to add housing density into downtown Tecumseh, made me more committed to pursue a career in local government."

UPCOMING EVENTS

Local Government Seminar

Dr. Barbara Patrick is working with public administration faculty and students in planning a local government seminar this fall that will help public sector administrators and elected officials develop key skills related to budget and finance, grant writing and contracts, strategic management, and community outreach.

Organization for Students Interested in Public and Nonprofit Administration

The Political Science Department is in the process of establishing an organization where students will discuss public administration topics of concern for women, minorities, and vulnerable student populations and network with other students and professionals in the field.

NASPAA Accreditation Update

The EMU MPA program will close its self-study year this summer and will seek reaccreditation in 2018-19. After reviewing the program's self-study report, NASPAA's Commission on Peer Review and Accreditation (COPRA) will make a recommendation for proceeding to the next step. In Winter 2019, a COPRA site visit team will come to EMU and report its observations. In July 2019, COPRA will make a final accreditation decision.

THE MPA NETWORK

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Colleen Klus-Salisbury and
Marnie Michel, Editors

The MPA Network is published biannually by the Department of Political Science at EMU to inform MPA alumni, current students, public officials, and academics about the activities of the MPA program and its graduates.

A CLOSER LOOK: LAURA SHUE

2004 EMU Undergraduate Alumna, Public Administration Major
2011 EMU MPA Alumna

Looking back on my time as an undergraduate, I think of the Political Science Department faculty and administration as EMU's answer to Hogwarts' "Room of Requirement." A group of pre-law students banding together in pursuit of some kind of formal courtroom experience? Enter Barry Pyle and Mark Maironis, stage left, willing to sponsor the Mock Trial team. A group of internationally conscientious political science undergraduates interested in international policy and politics were equally met with Rich Stahler-Sholk rising to the occasion as sponsor for Model United Nations. Students who wanted to make a difference on campus were pulled under the wing of then-Department Head Rhonda Longworth. Students who aspired to conduct political research or work with local and regional government administrations were tapped for projects with Joe Ohren, Raymond Rosenfeld, and Jeff Bernstein at the Institute for Community and Regional Development. This I know firsthand, because I was fortunate enough to be, at one time or another, all of these students.

I returned to the MPA program in 2008 as a working professional, wife, and mother, graduating in 2011, and I found the same opportunities to excel were provided to students—all one had to do was to ask, show up, and do the work. I wanted more hands-on experience in program evaluation and analysis than the core program offered and found Dr. Rosenfeld, once again, willing to oblige with an independent study.

Most recently, I spent four years as the Director of HIM Operations for the University of Michigan Health System. In February 2018, I made a career move from our beloved institution down the road. My new job title is "Senior Director of HIM" for Atos. At U of M, I was responsible for the health information of three hospitals, a medical school,

and over 120 clinics throughout the state. In my current role, I am responsible for the health information of eleven hospitals, a twelfth planned academic hospital in partnership with Michigan State University, and innumerable clinic-based operations, more commonly known as McLaren Health Care Corporation.

The relationship between Atos and McLaren is longstanding and arguably more complex than we have room for here, but the simple answer is that it follows **yet another growing trend in healthcare service delivery: contracted service delivery.** McLaren Health Care Corporation contracts with Atos to provide Health Information and Information Technology Services. Atos is my official employer, but in this role, I do have multiple bosses and points of accountability. (Incidentally, if you watched a little something called the 2018 Winter Olympics: all of the special effects and information technology support was provided by Atos. If you've ever visited Disney World and donned a "Magic Band," that technology, too, is provided by Atos). I am passionate about health information and the health information professionals that compose it. I am just finishing my term as Director for Michigan Health Information Management Association (www.mhima.org), and my final responsibility of planning and executing the Annual Conference of our membership winds down in May.

In my career, the MPA has served me in several ways. Daily, I am presented with an overwhelming amount of data that must



be turned, post haste, into actionable information for decision-making. The quantitative methods courses equipped me with the **skills to oversee manipulation of the data,** and to **quickly assess validity and reliability.** The independent study in program evaluation I mentioned earlier provided the foundation of the skills to then **transform the data into discrete policy recommendations** in a format that is easily digestible to decision-makers. Finally, I mentioned earlier the fact I answer to "multiple bosses" – the lessons of intergovernmental relations and federalism come in handy when one **maneuvers daily around multiple structures of accountability and governance.**

FACULTY HIGHLIGHTS



DR. JEFFREY BERNSTEIN

Jeffrey L. Bernstein will be on sabbatical during the winter 2019 semester. He is planning to work on the early stages of his next research project, focusing on citizenship education in a turbulent political era. Bernstein is looking forward to days of reading and writing, and to actually having the time to think about what he is reading and writing.



DR. ARNOLD FLEISCHMANN

Arnold Fleischmann was awarded a Faculty Research Fellowship for Fall 2018. The reduction in teaching will allow him and his coauthor to complete their textbook, *Understanding Urban Politics: Institutions, Representation, and Policies*.



DR. BARBARA PATRICK

Barbara Patrick had a highly successful publication year with an article published in *Public Integrity* and forthcoming publications in the *Global Encyclopedia of Public Administration and Policy* and *Public Performance and Management Review*.



DR. TUCKER STALEY

Tucker Staley will be the sole director of EMU's Nonprofit Leadership Alliance starting in the 2018-19 academic year and is looking forward to continue working with students interested in nonprofit management. Next year's focus will be on fundraising and program development.

SELECTED PUBLICATIONS

Khan, H. L. 2017. "Tourism Initiatives as Strategies for Local Economic Development: An Assessment of Community Tourism Action Planning." Report prepared for the Washtenaw County Convention and Visitors Bureau.

Patrick, Barbara. "The Veteran's Administration Accountability, Market Techniques, and the Implications for Public Administration and Policy," Forthcoming the *Global Encyclopedia of Public Administration and Policy*.

Barbara Patrick and Gregory Plagens. "Performance Management and Ethics: The Case of Veterans' Affairs and Timely Services," *Public Integrity* Vol. 20, No. 2 (2018):150-162.

Barbara Patrick, Gregory Plagens, Aaron Rollins, and Elizabeth Evans. "Altering Public Sector Accountability Models: The Case of the Atlanta Cheating Scandal," Forthcoming *Public Performance and Management Review*.

Staley, Tucker. 2017. "The Impact of Fiscal Limits on State Revenue Volatility," *The American Review of Public Administration* 47 (4): 443-454.

2017-18 TEACHING FACULTY

Jeffrey Bernstein, Ph.D.
 Arnold Fleischmann, Ph.D.
 James (Dave) Ivers, Ph.D.
 Heather Khan Welsh, Ph.D.
 Barbara Patrick, Ph.D.
 Gregory Plagens, Ph.D.
 Bill Richards, MA
 Raymond Rosenfeld, Ph.D.
 Tucker Staley, Ph.D.
 Kevin Welch, MPA
 Matthew Zalewski, JD, MA

Visit the Political Science Department website to learn more about our faculty:

www.emich.edu/polisci

MPA ALUMNI RECEPTION AND AWARDS CEREMONY



PA faculty (Dr. Jeffrey Bernstein, Dr. Joe Ohren, Dr. Tucker Staley, and Dr. Barbara Patrick) smiled for a photo with Pi Alpha Alpha inductees (Dustin Luke Yates and Brian Rombalski).

The annual MPA reception was held on April 12, 2018, in McKenny Hall. A number of alumni, professors, current students, and friends of the program gathered to mingle and honor those receiving awards and those being inducted into the Pi Alpha Alpha honor society. Eileen Spring, the President and CEO of Food Gatherers, received the Outstanding Public Administrator award and gave a speech about the importance of servant leadership and the impact that can have on the culture of an organization. Four MPA students were inducted into Pi Alpha Alpha, and awards were presented for the MPA Intern of the Year and the John Barson Fellowship Award. This reception marked the end of a great year.

PI ALPHA ALPHA INDUCTEES

Marnie Michel

Alexa Timmreck

Brian Rombalski

Dustin Luke Yates

OUTSTANDING PUBLIC ADMINISTRATOR AWARD RECIPIENT, EILEEN SPRING

Excerpt from Dr. Joe Ohren's introduction of Eileen Spring, President and CEO of Food Gatherers (FG):

“ In reflecting, at my request, on why she joined FG, she noted: “I was inspired by the audacity of the idea of a volunteer-driven food rescue effort—that we could fight hunger where we live by rescuing food that would otherwise be wasted by engaging the entire community. Food connects people regardless of their background or economic status; and through food gathering, volunteers, staff, and donors are made aware of poverty, homelessness, and inequity.”

About FG, she went on to say, “Food Gatherers has always understood that hunger is not simply solved by distributing food. I am most proud of the deep collaborations we have with other non-profits—providing more than \$10 million dollars of service at essentially no-cost to agencies last year alone.”

As CEO at Food Gatherers, Ms. Spring has led three capital campaigns, successfully growing the organization, and she stewarded a community-wide Food Security Plan that dramatically improved the amount of fresh produce and



Food Gatherers staff and board members came to support Eileen Spring as she received this award. Pictured: Karena Garratt, Manager of Volunteer Programs; Jim Lee, Board Member; Eileen Spring, President and CEO; and Linda Brewer, Board Member.

protein available to individuals struggling with food insecurity in our community. She and her FG team help to create the homeless shelter in downtown Ann Arbor and partnered with Avalon Housing to build supportive housing adjacent to the FG warehouse, fittingly located at One Carrot Way, the designation also a product of Eileen's negotiation with the Mayor of Ann Arbor.

BARSON FELLOWSHIP AWARD

Colleen Klus-Salisbury was awarded the John Barson Fellowship Award for the 2018-19 academic year. She will be entering her final year in the MPA program and brings with her experience in the nonprofit field through her work as a Parent Liaison for Success by 6 Great Start Collaboratives. Colleen has a passion for programs that address community issues by listening to those who are most effected.



Colleen Klus-Salisbury and her family

MPA INTERN OF THE YEAR AWARD



Brian Rombalski and Dr. Tucker Staley

Brian Rombalski, MPA Intern of the Year, reflected on his internship experience:

“ During my time as an intern with Saginaw Charter Township, I was given the opportunity to receive hands-on managerial training and experience. **It was amazing to see how all of the ideas I learned in the classroom were so easily transitioned to the working world.** The Township trusted

me with tasks such as developing a capital plan to ensure that we had a proper forecast for where Saginaw Township would be in ten years. At Eastern Michigan University, we are taught methods on how to approach complex issues that are facing the public sector today. Each class has its own distinct methods that it teaches, and when the transition is made to the working world, it was very interesting to see how information from almost every class was relevant to each and every situation. The internship program through the university provided me with great exposure to the sector that I hope to have a long career in. Without this experience, I would have been lost my first day on the job after graduation.



Do you have internship or job openings at your agency?

Feel free to send them to rsoliven@emich.edu, and we would be happy to share them with our students.

EMU MPA ADVISORY BOARD

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- AnnaGloria M. McCormick**, Senior Analyst and Lean Healthcare Consultant, Altarum Institute
- Joe Ohren**, Professor Emeritus, MPA Program and Department of Political Science, Eastern Michigan University
- Debra Polich**, President/CEO, Artrain/The Arts Alliance
- Bill Richards**, Local Government Management, EMU MPA adjunct faculty
- John Seto**, Director of Housing Security and Safety Services, University of Michigan; Public Safety Administration adjunct faculty
- Laura Shue**, Senior Director of HIM, Atos
- Caitlin Walton**, Senior Business Manager/Financial Analyst, University of Michigan, College of Literature, Science and Arts
- Jessica Warfield**, Disaster Program Specialist, American Red Cross

