



Harry S Truman School of Public Affairs

PLAIN SPEAKING

University of Missouri-Columbia

Truman School Sets Enrollment Record for Second Straight Year

The Truman School MPA program set a record enrollment mark for Fall semester 2003, for the second straight year. This August, we welcomed 49 new students into the MPA program, 30 of whom are pursuing their studies on a full-time basis. New enrollments in the program have more than tripled since Fall 2000. The MPA program, counting both full-time and part-time students on campus and in our Jefferson City program, now has almost 130 students enrolled. There are multiple reasons for these remarkable enrollment increases, which are mirrored in other programs nationally, although not to the degree we have seen. A weak economy has historically been associated with increased enrollment in all college programs, as individuals seek to better their education to be more competitive in the marketplace. The example set by public servants in the immediate aftermath of the September 11, 2001 attacks turned many young people in the direction of public service. And finally, our School's taking on the name of Harry S Truman and the accompanying enhancements of faculty and resources, have also been partly responsible for record enrollments.

Professor Lester M. Salamon Talks on New Governance

On November 6, 2003, Lester M. Salamon, a Professor at Johns Hopkins University and director of the Center for Civil Society Studies at the Johns Hopkins Institute for Policy Studies, delivered a Monroe-Paine Distinguished Lecture in Public Affairs on "Reconstituting the State: The New Governance and the Tools of Public Action."

Professor Salamon previously served as Director of the Center for Governance and Management Research at The Urban Institute in Washington, D.C. and as Deputy

Associate Director of the U.S. Office of Management and Budget in the Executive Office of the President. Before that, he taught at Duke University, Vanderbilt University and, during the American civil rights struggle of the mid-1960s, at Tougaloo College in Mississippi.

Dr. Salamon has been a pioneer in the empirical study of the nonprofit sector in the United States and, more recently, throughout the world. His 1982 book, *The Federal Budget and the Nonprofit Sector*, was the first to document the scale of the American nonprofit sector and the extent of government support to it. His book *Partners in Public Service: Government-Nonprofit Relations in the Modern Welfare State*, which examines government-nonprofit relations in the United States, won the 1996 ARNOVA Book Award. As director of the Johns Hopkins Comparative Nonprofit Sector Project, Dr. Salamon has extended this analysis internationally. Dr. Salamon received his B.A. in Economics and Policy Studies from Princeton and his Ph.D. in Government from Harvard.



"I would much rather be an honorable public servant and known as such than to be the richest man in the world."

– Harry S Truman



Dr. Bart Wechsler
Director of the
Harry S Truman
School of Public
Affairs

From the Director

Since 9/11, growing numbers of students have heeded the call to public service. Many are choosing graduate education in public affairs as a means of preparing for public service careers. As we report in this issue, Truman School enrollment has set new records in each of the past two years. If our experience is any guide, the people choosing careers in public service are truly committed to making a difference. The Truman School faculty has worked very hard to develop a curriculum that will prepare students to make a difference.

As we began this process several years ago, our thinking was very much influenced by research carried out by Paul Light for the Brookings Institution. Light studied cohorts of graduates from the top public affairs schools, tracing their careers and the impact of their graduate education. Light tells us that there is a new public service that is not centered exclusively in government, but that includes nonprofit and private sector organizations as well. Increasingly, public affairs graduates are building careers that span all three sectors and involve moving among sectors for the opportunity to make a difference in public service.

These emerging career patterns reflect important changes in the nature of governance. Both in this country and around the world, we find new arrangements for governance (not government) and public service delivery. These new arrangements include greater reliance on nonprofit organizations and the private sector, a new focus on performance

and outcomes, and, increasingly the use of technology for improving service delivery and public decision-making.

The study and practice of New Governance is central to the mission of the Truman School. Our new curriculum is very much concerned with new governance.

The MPA core provides students with the opportunity to develop knowledge and skills needed in this changing environment. MPA specializations focused on e-governance, nonprofit management, and organizational and community change help students build professional expertise.

Faculty research continues to advance knowledge and inform the practice of governance. Recent studies have included work on various elements of welfare reform (Drs. Bishop and Mosley), organizational change (Dr. Diamond), and public participation (Dr. Scott). International work (Drs. Johnson, Scott, and Zanetti) are extending our ability for comparative study.

Our new Organizational Leadership Program aims to build the capacity of individuals and organizations in a multi-sector environment (see accompanying story). The Missouri Legislative Academy provides policy training and research-based policy and decision support for members of the General Assembly.

As we look to the future, we see tremendous opportunities for the Truman School to educate the next generation of leaders in public service, to develop knowledge, and improve the practice of governance.

Truman School Expands Consulting and Training Capacity

In addition to academic and policy programs, the Truman School has organized a third major set of services, named Organizational Leadership Programs (OLP). Through training and consulting activities, the new OLP provides organizational leadership and professional development to organizations operating in the public, private and nonprofit sectors, recognizing that today's organizations must function effectively across sectors.

Under the direction of Dr. Michael Diamond, OLP is staffed with two new associates, Ms. Elizabeth Scherrer and Dr. Christopher Awad. Drawing on current best practices, scholarship and research in the area of organizational leadership, OLP associates, along with affiliated Truman School faculty and other cross-disciplinary consultants, utilize a variety of methods and resources to individualize services for an array of multi-sector clients. OLP training programs include experiential, practice and content components that cover a variety of competencies, such as leadership development, organizational ethics and performance management. OLP also offers comprehensive consulting services to assist with the improvement of organizational systems and performance. For example, OLP offers organizational assessment, strategic planning, executive coaching and conflict resolution. The center for the Study of Organizational Change (CSOC), is a key component of Organizational Leadership Programs conducting research using a proven methodology to effect organizational transformation and culture change.

Dr. Christopher Awad is a Research Assistant Professor and Associate for Organizational Leadership Programs. Prior to joining the Truman School, he served on the senior staff of the MU Counseling Center and the MU Employee Assistance Program.

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Harry S Truman
School of Public Affairs
University of Missouri-
Columbia
105 Middlebush Hall
Columbia, MO 65211-6100
Phone: (573) 882-3304
Fax: (573) 884-4872
E-mail: truman@missouri.edu
<http://truman.missouri.edu>

Editor:
Lori Riddle

Star Alum: Jim Moody

James R. (Jim) Moody started working for the Division of Family Services in 1974 after graduating from the University of Notre Dame with a bachelor's degree in English Literature.

"At that time most of the jobs in the merit system were based upon education and experience," Moody said. "My English degree did not qualify in many job categories for education. Obviously, I had limited experience. Therefore I decided to get a graduate degree, and public administration seemed to be the right fit. I went nights on campus for the first year, and then the MPA program started offering courses in Jefferson City."

Moody received his MPA from MU in 1976.

"The combination of working and doing the MPA classes at the same time made the learning experience faster and more relevant," said Moody. "In addition, I had not taken certain core courses in undergraduate (accounting, statistics) that were required for the MPA, and adding those areas of study was helpful to me in my work."

Jim is the principal of James R. Moody & Associates, a Jefferson City based governmental relations and consulting firm. Moody represents and consults with a diverse array of clients in Missouri including public finance, telecommunications, community mental health, riverboat gaming, venture capital, local government, data processing, managed care, manufacturing and legal services.

He is the former Commissioner of Administration for the State of Missouri, where he served as the

state's chief administrative official from 1989 to 1992, and is also a former Missouri State Budget Director.

Moody has served as Executive Deputy Director of the Missouri Department of Social Services, Director of the Missouri Division of Family Services and Assistant Director of the Ellis Fischel State Cancer Center.

From 1989 through 1992, Moody served as a member of the Governmental Accounting Standards Advisory Council, which advised the Governmental Accounting Standards Board. Moody is a former trustee of the Missouri State Employees Retirement System, the former chairman of the Missouri Public Entity for Risk Management and a former member of the Missouri Board of Fund Commissioners.

In 1985, Moody was recognized as Public Administrator of the Year by the Missouri Institute of Public Administration. Moody was named the Communicator of the Year by the Mid-Missouri Public Relations Society in 1994.

Moody is also a graduate of Harvard University, John F. Kennedy School of Government, Program for Senior Executives in State and Local Government, and was a Danforth fellow while attending Harvard.

"I think the (MPA) degree is an important credential that adds instant credibility to those who are in the public arena," said Moody. "When you look at the long list of MPA grads who have gone on to important jobs in state and local government, it seems obvious that it is an important first step into the upper management ranks."



Jim Moody

"You can't breed or teach leadership: it comes naturally."

— Harry S Truman

Truman School Announces New Graduate Certificate Programs

The Truman School has received approval to offer three new graduate certificate programs in Nonprofit Management; Organizational Change; and Public Management. Each of these certificate programs comprises four courses (or twelve semester hours of graduate study), and offers graduate-level, intensive study in the respective area.

These graduate certificates are appropriate for several audiences. Graduate students in other degree programs at MU are likely to be interested, and MPA alumni may want to pursue the Nonprofit Management or the Organizational Change certificates, since these two programs do not duplicate courses taken in the MPA. Others may want to pursue the Public Management certificate, if they do not wish to complete a full graduate degree program.

Each certificate has three required courses, which parallel current MPA areas of specialization, and one elective course.

Anyone interested in these graduate certificate programs may learn more and complete an application on the Truman School website (<http://www.truman.missouri.edu>).

Public Administration Review Editor Visits Truman School

Dr. Larry D. Terry spent several days at the Truman School in September. Dr. Terry is Associate Provost and Professor of Public Affairs at the University of Texas at Dallas, and is editor in chief of the *Public Administration Review*. He delivered a Monroe-Paine Distinguished Lecture in Public Affairs on “How Hollow is the Hollow State?: Thin Institutions in an Era of Government Reform” on September 18, 2003.

Dr. Terry also gave a faculty and student seminar on the topic, “Interpreting Law: How Public Administrators Create Meaning,” which generated a lively discussion. Prior to his Ph.D. studies at Virginia Tech, Professor Terry completed his Master’s degree at MU.

As a loyal Tiger, Terry enjoyed a Mizzou football win on Saturday, before departing for his home in Texas.



“We must face the fact that peace must be built upon power, as well as upon good will and good deeds.”

– Harry S Truman

RUPRI Centers launch new initiatives

The Rural Policy Research Institute conducts research and facilitates dialogue designed to assist policy makers in understanding the rural impacts of public policies. Service is provided to Congressional members and staff, Executive Branch agencies, state legislators and executive agencies, county and municipal officials, community and farm groups, and rural researchers.

RUPRI’s current portfolio encompasses a broad range of sectors and policy arenas.

RUPRI has successfully competed for three HHS national centers. The RUPRI Center for Rural Health Policy Analysis at the University of Nebraska-Omaha Medical Center provides timely analysis to federal and state health policy makers, based on the best available research.

The Rural Assistance Center, a joint collaboration with the University of North Dakota School of Medicine, the Welfare Information Network, and RUPRI, was established as a rural health and human services information portal.

The RUPRI Rural Poverty Research Center, located in the Truman School of Public Affairs, supports research and analysis to broaden our understanding of the causes and consequences of poverty and the policies and programs to ameliorate poverty and its impacts.

The Rural Poverty Research Center is planning a national rural poverty agenda setting conference March 3-4 in Washington, D.C. National scholars, practitioners and policy makers will convene to

address the important gaps and future directions in rural poverty research.

Other national RUPRI centers include the RUPRI Center for Rural Entrepreneurship, a joint effort between RUPRI and the Ewing Marion Kauffman Foundation. The primary goal of the Center is to support regional and community entrepreneurship systems.

The Community Informatics Resource Center, located in the Truman School of Public Affairs, helps to visualize the place-based implications of issues impacting rural America, and relies heavily on GIS and Internet Mapping.

RUPRI continues its targeted topical research and policy analyses through the work of the Rural Health Panel, the Rural Telecommunications Panel, and various rural policy initiatives. New RUPRI initiatives currently underway include the RUPRI Rural Governance Initiative, a joint collaboration between RUPRI and the Corporation for Enterprise Development. This initiative will assist state, regional, county and local governments and governmental organizations address rural policy concerns.

In addition, RUPRI will initiate a significant research effort to assess the critical role of rural community colleges in sustaining regional community and economic development, as the Higher Education Act is reauthorized. RUPRI’s Community Policy Analysis Network is currently beginning a project examining the effects of state fiscal crisis in local communities.

Consulting and Training *Continued from page 2*

Dr. Awad has substantial consulting and training experience through his work with CSOC, his previous EAP consultations, numerous private projects and his work with a local management consulting firm. He received his doctorate in counseling psychology and his MPA from MU. Chris was born and raised in Virginia, where he earned a MS in rehabilitation counseling from Virginia Commonwealth University and a BA in psychology from the University of Virginia. He has held diverse professional positions primarily in the mental health field, and is currently working toward full licensure as a psychologist in Missouri. Dr. Awad is teaching Research Methods and Strategic Planning for the Truman School.

Elizabeth G. Scherrer is an Associate for Organizational Leadership Programs. Before coming to Truman School, Scherrer served as Community Development Program Coordinator with the Missouri Department of Economic Development (DED) and as a policy analyst with The Council of State Governments. She has extensive experience in program design and development and has provided extensive training and consulting services to nonprofit organizations and local governments in the areas of capacity building, strategic planning, performance management, program evaluation and fundraising. Ms. Scherrer received her MPA from MU and her BA in Political Science from Transylvania University in Lexington, KY. She is certified by the National Development Council as an Economic Development Finance Professional (EDFP). Ms. Scherrer is currently President-Elect for the Missouri Community Development Society and a Commissioner with the Community Development Commission, City of Columbia.



The Association of MPA Students (AMPAS) hosted a Homecoming Tailgate Party for Alumni and friends on Saturday, October 25, 2003. For more pictures from the day, visit the AMPAS website at:

<http://students.missouri.edu/~ampas/tailgate.htm>

“It is amazing what you can accomplish when you do not care who gets the credit.”

– Harry S Truman

For All We Call Mizzou

On September 19th, the University launched the public phase of its comprehensive development campaign, *For All We Call Mizzou*, with a gala celebration on Francis Quadrangle. The \$600 million campaign will raise money for four major areas—student scholarships, faculty, facilities and program enhancements. Because of its comprehensive approach, the campaign will generate resources for the entire university, including schools and colleges, MU Libraries, life science, intercollegiate athletics and other university projects. Campus officials have announced that \$340 million has already been raised.

As one of MU’s schools and colleges, the Truman School expects to benefit from the comprehensive campaign. Achieving Truman’s campaign goal of \$10 million would greatly increase our ability to offer scholarships to the very best students, recruit and retain outstanding faculty and do even more to serve the people of Missouri. While we will seek funding from a variety of sources, gifts from alumni and friends make an important difference. For more information about the Truman School campaign or to make a gift, please contact:

Barton Wechsler, Director
Truman School of Public Affairs
University of Missouri-Columbia
105 Middlebush Hall
Columbia, Missouri 65211

Faculty Notes

Presentations

Guy B. Adams

Presented "Administrative Evil and Public Service Ethics: Problems and Prospects" to the "Wednesday Seminar" for Ph.D. students and faculty at the Maxwell School at Syracuse University on October 1 in Syracuse, New York.

Presented "Ethics for Individuals and Organizations in the Public Service" to the Mid-Missouri Association of Governmental Accountants and Institute of Internal Auditors in Jefferson City, Missouri on June 24th, 2003.

Presented on "Public Service Ethics" to the staff of the Missouri State Auditor's Office in Jefferson City, Missouri on October 15, 2003.

Dana Baker and Barton Wechsler

Participated in a roundtable on Preparing Academically Diverse Students at the National Association of Schools of Public Affairs and Administration in Pittsburgh. Their paper for the conference, "Going Camping: Strategies for Leveling the Playing Field for an Academically Diverse Studentbody," will be published in the Journal of Public Affairs Education.

Michael A. Diamond

Presented "Moral Violence in Organizations" at the Annual Scientific Meetings of the International Society of Political Psychology in Boston, MA., July 2003.

Lael Keiser

Presented, "The Determinants of Street-Level Bureaucratic Behavior: Gate-keeping in the Social Security Disability Program" presented at the National Public Management Research Conference, Georgetown University, Washington DC, October 9th-11th, 2003.

Jane Mosley and Chris Fulcher

Presented "A Spatial Analysis of the Food Safety Net," with C. Kaukinen at the annual meeting of the American Sociological Association, Atlanta, Georgia, August 17, 2003.

Presented "Neighborhood Reliance on the Food Safety Net," with C. Kaukinen and L. Tichen at the annual meeting of the American for Policy Analysis and Management, Washington, D.C., November 8, 2003.

Christine Poulos

Presented "Household Demand for Typhoid Fever Vaccines in Hue City, Vietnam: Implications for Immunization Programs" at the 4th World Congress of the International Health Economics Association in San Francisco, California, June 15-18, 2003.

Lilliard E. Richardson, Jr.

Presented "State Legislators in the Internet Age" with Christopher A. Cooper at the American Political Science Association Meeting in Philadelphia, in August 2003.

Presented "Deterring Drinking-and-Driving: State DWI Laws and Perceptions of Punishment Costs" at the Bush School of Government, Texas A&M University, May 6, 2003.

Charles Sampson

Presented "Emerging Features of Public Administration in Mozambique: Identifying the challenges that impact sustainable democratic governance" in Maputo, Mozambique at the 4th International Conference on Public Management, Policy and Development.

Developed a proposal with Professor Chris Fulcher, "Merging Disciplinary Interfaces to Explore Opportunities for Enhanced Municipal Governance" which has been selected as a roundtable presentation in the New Resources for Public Administrators Track at the upcoming national conference of the American Society for Public Administration.

Lisa A. Zanetti

Presented a workshop on the use of theatre in conflict resolution at the Public Administration Theory Network Conference in Anchorage, AK.

Publications

Sheilah Bishop

Bishop, Sheilah Watson. (2003). "Welfare Reform From the Inside Out: Implementing the Missouri Families-Mutual Responsibility Demonstration Plan," *Administration and Society* 35, (November): 597-628.

Michael A. Diamond

Diamond, Michael, "Organizational Immersion and Diagnosis," *Organizational and Social Dynamics*, 3(1), (Summer 2003).

Kris Hagglund

Beatty, P.W., Hagglund, K.J., Neri, M.T., Dhont, K.R., Clark, M.J., & Hilton, S.A. (2003). Access to health care services among people with chronic or disabling conditions: Patterns and predictors. *Archives of Physical Medicine and Rehabilitation*, 84(10): 1417-1425.

Lael Keiser

Keiser, Lael, Peter Mueser and Seung Whan Choi. 2004. "Race, Bureaucratic Discretion, and the Implementation of Welfare Reform." With Peter Mueser and Seung Whan Choi. *American Journal of Political Science* V.48, N.2, April.

Lilliard E. Richardson, Jr.

Richardson, Lilliard. and P. Freeman. "Issue Salience and Gender Differences in Congressional Elections, 1994-1998." *Social Science Journal*, Vol. 40, No. 3, pp.401-417.

Lisa A. Zanetti

Zanetti, Lisa. "Holding Contradictions: Marcuse and the Idea of Refusal." *Administrative Theory & Praxis*, Vol. 25, no. 2, pp. 261-276.

Awards and Honors

Lilliard E. Richardson, Jr.

Received the Traffic Safety Policy in the European Union, University of Missouri European Union Center Research Grant, \$2500, PI, 5/15/03 to 8/31/03.

Charles Sampson

Awarded \$507,154 from the National Science Foundation to serve as Principal Investigator and director of the statewide alliance for minority participation program. Elected to chair the fiscal affairs committee for Faculty Council for the current academic year.

Lisa A. Zanetti

Promoted to Associate Professor with tenure, Sept. 2003. Zanetti was awarded the Council on International Initiatives grant for internationalizing the curriculum, University of Missouri-Columbia, spring 2003. EU Center grant for curriculum development, spring 2003. The grants were used to do research in South Africa in Sept. 2003 in order to create a case study for PA 444, Organization and Community Change in a Global Context. Zanetti was also awarded a Summer Research Fellowship at the University of Missouri-Columbia.

“Good name and honor are worth more than all the gold and jewels ever mined.”
– Harry S Truman

Alumni Notes

R. Todd Ashby, MPA '96, is the Assistant Director of Transportation at Mid-America Regional Council. Prior to joining MARC, Todd spent nearly 10 years with the Missouri Department of Transportation.

Julie Bay, MPA '03, is a Senior Right of Way Specialist with the Missouri Department of Transportation in Jefferson City, MO.

Saikaew Choosup, MPA '87, is a researcher for the Institute of Asian Studies at Chulalongkorn University in Bangkok.

Julie Arauza DeGraffenreid, MPA '87, and **James C. DeGraffenreid**, BS '87 (Physics degree from MU), are the proud parents of a new daughter, Grace Ann, born in Phoenix, AZ, on Sept. 10, 2003. The DeGraffenreid's also have a seven year-old daughter, Mary.

Jason Gage, MPA '93, is the city manager of Stillwater, Oklahoma (population 40,000).

Christina Hammers, MPA '96, graduated from the University of Missouri School of Law in May of

2003. She is an Assistant Attorney General for the state of Missouri.

Kevin Highfill, MPA '02, is an Economist and Budget Analyst with the division of Budget and Planning in the Office of Administration for the state of Missouri.

Mark Hughes, MPA '03, is the Communications Director for the Missouri Senate in Jefferson City, MO.

Anthony L. "Tony" Jackson, MPA '98, graduated from Washington University School of Law in December 2002.

Sherri M. Klepzig, MPA '92, is a Registered Occupational Therapist at Farmington Hand and Physical Therapy in Farmington, MO.

Jessica Roe, MPA '03, is a Grants Manager/Youth Program Coordinator with Texans Standing Tall in Austin, Texas.

Nathan Shore, MPA '03, is a Marketing Specialist for Marshall Field's working from their headquarters in Minneapolis, Minnesota.

Public Service Careers Day Held for Students

On October 14, 2003 the Truman School hosted a roundtable discussion featuring speakers representing a range of public service employers – local, state and federal government; consulting firms; and nonprofit organizations. After brief presentations, audience members had the opportunity to participate in break-out sessions with the speakers. The program featured the following speakers: Rebecca Crowder, Consultant, The Austin Peters Group Inc.; Becky Brennecke, Legislative Liaison, Missouri Department of Higher Education; Paula Hertwig Hopkins, Assistant City Manager, City of Columbia; Patricia Kelley, Deputy Director of Operations and Programs, Missouri Primary Care Association; Danny Sadler, Human Resources Specialist, U.S. Office of Personnel Management; and Brent McGinty, Budget Analyst, Missouri Senate Appropriations Committee.

Truman School of Public Affairs Hosts Missouri State Treasurer's Conference

Management officials from across the state traveled to Columbia to participate in the *Investing Public Funds in the 21st Century* Seminar. On September 9 and 10, 2003, the Truman School of Public Affairs joined the Missouri State Treasurer's Office in hosting this seventh annual event. The goal of the seminar was to help money managers and public investment officials grow and develop the tools needed to be more efficient and effective in the future.

State Treasurer Nancy Farmer started the conference with welcoming remarks. Jim Moody of Moody & Associates provided insights on Missouri's budget outlook. Bill Schwartz and Steve Yoakum, from the Local Government Employees Retirement System, examined the impact of the market on the retirement system and what fund

managers should expect in the future.

Officials also had the opportunity to attend several breakout sessions throughout the day. Officials from various organizations across the state conducted the breakout sessions. Representatives came from the State Treasurer's Office, the Missouri School Board Association, Bank of America, Commerce Bank, US Bank, Columbia Capital and RBC Dain Rauscher. Bart Wechsler and Judy Stallmann represented the University of Missouri at the conference. Topics varied in range from ethics and public investments to business continuity and disaster recovery.

Dr. Mark Drabenstott, Vice President of the Federal Reserve Bank of Kansas City, and Director of the Bank's Center for the Study of Rural America, closed the conference with a keynote address on "The Economic Future of Missouri Regions."

Congratulations to Our Recent Graduates

Summer 2003

Charles Bauer
Sandra Karsten
James S. Parker
Kerry Robinson
Irene M. "Zim" Schwartz
Petra T. Williams
Natanuj Vanichkul

December 2003

Uriah Mach
Jacqueline McKim
Norma Rhodes