



Harry S Truman School of Public Affairs

PLAIN SPEAKING

University of Missouri-Columbia

Holtz-Eakin Delivers Monroe Paine Lecture

Dr. Douglas Holtz-Eakin, director of the Congressional Budget Office and Trustee Professor of Economics at Syracuse University, gave the Fall 2004 Monroe-Paine Distinguished Lecture in Public Affairs on November 4, 2004. Speaking two days after the election, Dr. Holtz-Eakin spoke on the timely topics of "Budget and Policy Priorities in the 21st Century."

In his lecture, Holtz-Eakin provided a summary of the federal budget situation and the economic and demographic pressures that make for both short- and long-term difficulties. His analysis of the case for Social Security and Medicare reform and potential remedies led to a lively discussion with the audience of students and faculty from the Truman School and other MU departments. Holtz-Eakin's lecture also addressed tax reform, costs of the Iraq war, and the new political dynamic in Washington. Earlier in the day, Professor Holtz-Eakin conducted a well attended seminar for the Truman School community on the topic of "Academics and the Policy Process." His description of the important role of academic research and analysis in the policy process was well received by students and faculty alike.



Dr. Douglas Holtz-Eakin (second from right) talked with Truman School students at a reception following his lecture.

Professionals Share with Students at Careers Day



TSPA students Amber Wagner and Carla Schmidt talk with Rick Childers, executive director of the Pioneer Trails Regional Planning Commission, at the Public Service Careers Day event.

The Truman School continues its work to attract the best and brightest students. A prospective student reception was held November 8, 2004 in Memorial Union to inform interested students about graduate studies in public policy and administration. Professors and student ambassadors conducted roundtable discussions about the specializations and opportunities at the Truman School.

On November 16, 2004, the Truman School hosted Public Service Careers Day, featuring a roundtable discussion and speakers representing a range of public service employers. After brief presentations, audience members participated in break-out sessions with the speakers to learn more about the many career options in public service. This year's speakers represented a broad range of careers and included: Rick Childers, executive director of Pioneer Trails Regional Planning Commission; Paula Hertwig Hopkins, assistant city manager for the City of Columbia, Mo.; Leigh Nutter, volunteer coordinator at the Office of Volunteer Services in Columbia, Mo.; Jim Rush, human resource specialist at the Office of Personnel Management in Kansas City; Sue Tillema from the Missouri Office of Administration's division of personnel, and Mike Hartmann, vice president of investment banking at Commerce Bank.

"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

After a busy and productive fall semester, all of us at the Truman School are looking forward to 2005. The School continues to make great headway, even in difficult budgetary times for the University and state government. Not only did we have record enrollments this year, but students continue to demonstrate outstanding qualities both in the classroom and in the community.

Our student's commitment to public service takes many forms, but we are especially proud of their efforts to make a difference in the Columbia community; students have been involved in projects with Habitat for Humanity, the Voluntary Action Center, Big Brothers/Big Sisters, and several other local organizations. Professor Sheilah Bishop's innovative Nonprofit Management course includes a service learning component that involves work assignments in local nonprofits. The Truman School is getting quite a reputation for the quality of our students and their contributions.

The School continues to work on new academic initiatives. Most notable is our plan to offer a Ph.D. program that would prepare a new generation of scholars for careers as academics and policy researchers. Our proposal is in the final stages of preparation and should be submitted for University and Coordinating Board approval at the first of the year. The faculty hope to begin admitting students as early as the fall of 2007.

The Truman School has already received approval for three new graduate certificates. These certificates provide advanced instruction in public management,

organizational change, and nonprofit management to current MU students as well as to others interested in gaining additional knowledge and skill in these academic areas. The faculty would certainly welcome alumni who might wish to pursue further study in public affairs. Additional certificates are in the development stage.

With growth in enrollment, broader scope of mission, and increased teaching, research, and public service responsibilities, the Truman School continues to add capacity. In this issue of *Plain Speaking*, you will find a profile of Brian Dabson, who has joined the Truman School as Research Professor and Associate Director of the Rural Policy Research Institute (RUPRI). Brian is the former president of the Corporation for Enterprise Development. His presence will greatly strengthen the RUPRI Rural Poverty Center and help advance our work on community governance.

We also have two faculty searches underway, one for a senior scholar in public policy or management and the other for a more junior person in nonprofit management. Filling these two new positions will help us in very important areas of teaching, research, and public service. Finally, we are jointly searching with Agricultural Economics for an assistant professor in regional economics to replace our colleague Christy Poulos.

As I noted at the beginning of the column, this is a busy time for the Truman School. As we move ahead, we are grateful for the support of our alumni and friends. We wish all of you a happy and healthy new year.

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Editor:
Lori Riddle

Star Alum LaTonya Brown

LaTonya Brown, MPA '93, is a Human Resources Specialist at the U.S. Office of Personnel Management (OPM) in the Center for Human Capital Management Services' Leadership and Knowledge Management Team. She provides human resources services in two main areas: program management and leadership development.

OPM is the President's agent and advisor for the Government's human resources management systems. They are responsible for ensuring these systems support agencies in recruiting, hiring, and retaining the merit-based, high quality, diverse workforce necessary to meet the needs of the American people.

"I am the agency's leadership development manager," Brown said. "I perform all tasks from the policy development, program implementation, facilitation, and promotion to evaluation and recruitment. I manage several developmental programs that serve approximately 90 employees during a fiscal year. The participants range from employees from GS – 05 to the Senior Executive Service (SES) members."

Brown said she chose the University of Missouri's MPA program for many reasons.

"I was well pleased with the faculty," Brown said. "They were very personal, competent, and committed to the mission of the program. In a world of self-interest and promotion, the faculty was there to help and assist students gain as much applicable knowledge as they can. I indeed appreciated that."

Brown said the curriculum met her needs and she found the students she met when applying were, "very candid on their experience and provided an atmosphere for collaboration and support."

"My graduate education and professional experiences in Public Administration and Human Resources Development have equipped me with the knowledge of the theoretical foundation and principles in human resources (HR) needed to make Government and businesses desirable and productive. My degree in public administration opened the door for me to pursue the Presidential Management Fellows (PMF) Program in 1993. Through the PMF Program, I landed my career with the U.S. Office of Personnel Management, which has been a wonderful journey."

Brown is currently pursuing a doctorate in human resources development at George Washington University. She says she believes in the motto, "You're either part of the problem or part of the solution. There is no middle ground when it comes to leading others and improving the work environment."

"When it comes to helping an organization complete its tasks/goals, my goal is to be a key player: leading when I can, listening throughout, and filling in the gaps when necessary" said Brown.



LaTonya Brown

"County judge, chairman of a committee, president of the United States. They are all the same kind of jobs. It is the business of dealing with people."

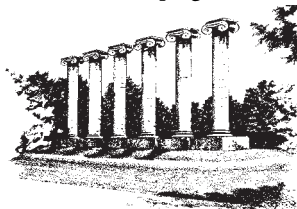
—Harry S Truman

For All We Call Mizzou

The University's comprehensive development campaign, *For All We Call Mizzou*, has now raised \$418 million towards a goal of \$600 million. The campaign has raised money for four major areas: student scholarships, faculty, facilities, and program enhancements.

As the newest of MU's schools and colleges, the Truman School is still in the very early stages of its fund raising efforts. Achieving our goal of \$10 million would greatly increase our ability to offer scholarships to our very best students, recruit and retain outstanding faculty, and do even more to serve the people of Missouri. While we continue to seek funding from a variety of sources, gifts from alumni and friends make an important difference—both to the campaign goal itself and to the willingness of other donors to contribute to the Truman School. For more information about the Truman School campaign, or make a gift, please contact:

Barton Wechsler, Director
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Featured Faculty Member



Brian Dabson

Brian Dabson joined the Truman School as Associate Director of the Rural Policy Research Institute (RUPRI) and Research Professor in November. Dabson works with RUPRI's director, Chuck Fluharty, on all aspects of the Institute's portfolio but with a particular focus on entrepreneurship, poverty and assets development, and rural governance. He will also explore linkages and synergies between the School and RUPRI to advance policy-relevant research and analysis.

Previously, Dabson served as President of CFED (formerly the Corporation for Enterprise Development) in Washington DC for almost 13 years. CFED is a national nonprofit organization dedicated to expanding economic opportunity through identifying promising ideas, finding what works, helping good ideas reach scale, and fostering new markets. CFED's focus is on asset development, entrepreneurship, and economic development,

particularly in poor communities and distressed regions.

Dabson was responsible to the board of directors for the management and development of the organization, chair of the executive committee, and had programmatic engagement with the entrepreneurship, rural development, and economic development portfolios.

Dabson was also president of the Organization for Economic Cooperation & Development's (OECD) Forum on Social Innovations for two terms, the board chair of REAL Enterprises, and a member of RUPRI's Center for Rural Entrepreneurship Advisory Committee.

Born and raised in England, Dabson has a Master's degree from the Institute of Local Government Studies, University of Birmingham. For 12 years, he worked in government in various capacities associated with planning and community and economic development in Warwickshire, Glasgow, and Liverpool. In 1983, he co-founded and was managing director of the Centre for Employment Initiatives (CEI), a consulting firm on employment, economic development, and community development policy and practice across the European Union and Eastern Europe. He came to the US in 1992.

Dabson's wife, Karen, runs her own consulting business, OrgMent, providing organizational development support for nonprofit organizations experiencing major transitions. They have a daughter in London, and three sons in Seattle, Tennessee, and Ohio.

Mark Your Calendar

Monroe Paine Lecture
Helen Ladd
Duke University
February 25, 2004

Annual Spring Banquet
April 8, 2005

EU Center Receives Positive External Evaluation

Following a site visit last February, the European Union Center received an extremely positive external evaluation this fall by The Evaluation Partnership of Middlesex, England. The European Commission contracted The Evaluation Partnership to measure the success of the European Union Centers Network. Utilizing three key criteria, the evaluation team reported that the EU Center at the University of Missouri was one of four centers to receive high evaluations for visibility, level of inter-disciplinary interaction, and strategic commitment to EU studies by its host institution. There are 22 designated EU Centers in the US, Canada, New Zealand, and Australia.

Based upon the overall positive review, the European Commission has decided to continue its support of European Union Centers in the United States by developing a network of "Centers of Excellence in European Union Studies" over the next nine years. As in the past, Centers will be responsible

for conducting research on the transatlantic relationship, offering courses on EU policies and institutions, and implementing outreach initiatives. Though the number of EU Centers in the United States will be reduced from 15 to approximately ten centers, the financial commitment to the Centers by the European Commission has never been greater.

The European Union Center was established in 1998 by a grant from the European Commission and the University of Missouri-Columbia. The EU Center became affiliated with the Truman School of Public Affairs in 2002.



Preis Earns Children's Defense Fund Fellowship

Truman School student Darin Preis received a Children's Defense Fund Early Childhood Development Division's Emerging Leaders Fellowship. Fellows are selected through a competitive application process based on their ability to demonstrate the commitment, energy, determination, and creativity necessary to serve as new leadership in child care and early education. Preis was one of 30 fellows selected nationwide.

Preis is the director of the Missouri Head Start State Collaboration Office at the University of Missouri. He says at this point in his life this is a dream job for him. "I have a statewide impact and I am helping to drive policy in the state," said Preis.

The fellowship program is designed for emerging leaders in early childhood care and education. It incorporates training, networking, and technical assistance activities to provide child care, early education, and school-age care activists the information, support, and resources they need to be successful agents of change.

The four-day training conference was held at Haley Farm, former home of Roots author Alex Haley and the Children's Defense Funds training site, in Clinton, Tenn. in October. The training focused on personal skills, leadership, advocacy, marketing and promotion, and team building amongst the class of fellows.

"It was incredible," Preis said of the training. "It was an unbelievable experience, verging on spiritual. It was that uplifting. They pulled out of us a real commitment to what we are doing."

Once accepted into the fellowship network, fellows are invited to stay active and involved throughout their careers. Emerging leaders are invited to participate in additional training, skill building, and networking opportunities throughout the year including a three-day meeting in Washington, DC, monthly conference calls, periodic state gatherings, and an email listserv.

Preis will also continue his studies at the Truman School. "It's making me better at what I do," said Preis. "I get a sense from the Truman School the importance of public service and commitment to smart government in whatever form you are participating."



Darin Preis

Internships Provide Priceless Experiences

Internships are vital real world experiences for students at the Truman School of Public Affairs. Last summer, nineteen students interned in an array of organizations including non-profits, local, state, and federal governments.

Truman School student Amber Wagner, of St. Louis, interned with Pioneer Trails Regional Planning Commission in Concordia, Missouri. Wagner developed a hazard mitigation plan for Saline County Missouri in compliance with the Federal Emergency Management Agency and State Emergency Management Agency mandates.

"My work at Pioneer Trails gave me an in-depth look into local and county governments and how they operate," Wagner said. "I learned valuable research and communication skills that will be assets in my future endeavors."

TSPA alumnus Rick Childers is the executive director of the Pioneer Trails Regional Planning Commission and he hired three TSPA students to develop hazard mitigation plans for three Missouri counties in the planning region.

"One of the great things about the internship was we were able to start and finish the project," Wagner said. "There was a lot of ownership in what we were doing and we were given a lot of flexibility, which is not always the case in internships."

Sita Sengsavanh of Champaign, Ill., interned at United States Consulate General's Office in Strasbourg, France. Sengsavanh was a Department

of State intern at the Consulate serving as Special Assistant to the Consul General, a job which encompassed all aspects of the Consulate.

"I experienced the policymaking process of the Council of Europe firsthand by attending the session" said Sengsavanh. "I was able to familiarize myself with important issues in Europe, making my work at the Consulate more focused."

Sengsavanh was one of only two Americans working in the Consulate General's office.

"I was able to assist fellow Americans in addition to representing the United States on different occasions," Sengsavanh said. "Consular Affairs or American Citizen Services aims to ensure the welfare of US citizens. I witnessed a voter registration card signature and taking an American to the police station to assist in filing a police report for a stolen passport."

Brad Kiesling of Sikeston, Mo., interned with the City of Boonville, Missouri. Kiesling worked with economic development, the mayor, and city administrator and developed curriculum to facilitate discussions among Department Heads about communication and collaboration. He also led an annual retreat to review the strategic plan and prioritize city projects for the upcoming fiscal year.

"My focus is organizational change, and I got a good perspective of how it began to take root in a small community" Kiesling said. "I hope to work in consulting or do something with organizational change processes, and I think what I learned in Boonville I can take with me to another job."

Faculty Notes

Publications:

Guy B. Adams

—and Danny L. Balfour. Public Service Ethics and Administrative Evil: Prospects and Problems, in *Ethics in Public Management*, eds. H. George Frederickson and Richard Ghere. Armonk, NY: ME Sharpe, 2005.

Dana Baker

The Case of Interagency Coordinating Councils: Examining Collaboration in Services for Children with Disabilities. *Journal of Disability Policy Studies*. Volume 15, No. 3, 2004.

Michael Diamond

—and S. Allcorn. “Moral Violence in Organizations: Hierarchic Dominance and the Absence of Potential Space,” *Organisation and Social Dynamics*, Vol. 4, No.1: 22-45 (June 2004).

Thomas G. Johnson

—and James K. Scott. A Comprehensive Approach to the Assessment of Tax Increment Financing (TIF) Projects, *Journal of Public Budgeting, Accounting, and Financial Management*, 2004.

—Ira J. Altman, Samuel J. Orr, and Phillip C. Badger. 2004. Financial Feasibility and Economic Impacts of an Anaerobic Digester System: The Case of Haubenschild Farms. Community Policy Analysis Center, University of Missouri – Columbia. October.

—Kathleen M. Trauth, Christine M. Poulos, Vickie M. Rightmyre, D. Scott Adams, Guohua Li and Hao Wang. 2004. Identification and Development of User Requirements to Support Robust Corridor Investment Models. Community Policy Analysis Center, University of Missouri – Columbia. September.

Jeffrey Milyo

—and Lisa Anderson and Jennifer Mellor. Social Capital and Contributions in a Public Goods Experiment. (2004). *American Economic Review (Papers and Proceedings)*, 94(2): 373-376.

—and Jennifer Mellor. Individual Health Status and Minority Racial Concentration in U.S. States and Counties (2004). *American Journal of Public Health*, 94(6): 1043-1048.

—and Jennifer Mellor. On the Importance of Age-Adjustment Methods in Ecological Studies of Social Determinants of Mortality (2003). *Health Services Research* 38(6.2): 1781-1790.

—and Jennifer Mellor. Is Exposure to Income Inequality a Public Health Concern? Lagged Effects of Income Inequality on Individual and Population Health (2003). *Health Services Research* 38(1.1) 137-151.

Jane Mosley

—and L. Tiehen. (2004). The food safety net after welfare reform: Use of private and public food assistance in the Kansas City metropolitan area. *Social Service Review* 78(2):267-283.

Lilliard E. Richardson, Jr.

—and Brian E. Russell and Christopher A. Cooper. (2004). “Legislative Representation in a Single-Member versus Multiple-Member District System: The Arizona State Legislature.” *Political Research Quarterly* 57(2):337-344.

Elizabeth Scherrer

“Creating Distinct Destinations”. *Rural Missouri*: May 2004.

“Missouri CDS Looks to Future during Meeting.” (2004). *Vanguard*: (36) 1, 8-10.

James K Scott

—Guy B. Adams and Barton Wechsler. 2004. *Deliberative Governance: Renewing Public Service and Public Trust*, in Bogason, Kensen and Miller (eds.). *Tampering with Tradition: the Unrealized Authority of Democratic Agency*. Lanham, MA: Lexington Books.

Lee Wilkins

Media Ethics: Issues and Cases 5th edition. Patterson, Philip, and Wilkins, Lee. New York: McGraw-Hill. Earlier editions translated in Chinese and Korean.

—and Bonnie Brennan. Conflicted interests, contested terrain: Journalism ethics codes then and now. *Journalism Studies*, Volume 5, Number 3, 2004, pp. 297-309.

Lisa Zanetti

Repositioning the Ethical Imperative: Critical Theory, *Recht*, and Tempered Radicals in Public Service. *American Review of Public Administration*, vol. 34, no. 2 (June 2004).

Presentations:

Guy B. Adams

“Public Service Ethics,” Missouri Department of Agriculture, Small Business Development Authority Board, Lake of the Ozarks, Mo., September 2004.

“The Problem of Administrative Evil,” United States Army War College, Carlisle, PA, August 2004.

“Ethics for Nonprofit Management,” Missouri Nonprofit Leadership Program, Columbia, Mo., July 2004.

“Crowded Out: The Public Context and Moral Paradoxes of Ethical Leadership,” Seventeenth Annual Symposium of the Public Administration Theory Network, Omaha, Neb., June 2004.

Christopher Awad

“Motivating people.” Presented to the Missouri Nonprofit Leadership Program. (2004). Columbia, Mo.

Dana Baker

—and Lael Keiser. “Taking Advantage of Government Programs: Why or Why Not?” American Political Science Association meeting, August 2004.

“Bridges, Borders, Barriers, and Brains: Issue Definition in Rights Based Policy Related to Autism,” Association for Politics and the Life Sciences, August 2004.

—and Angela Meers. “Constructing Public Knowledge About Disability: Nutrition, New Governance and the Information Age,” Society for Disability Studies meeting, June 2004.

“Experiences of Families with Autism With Public Infrastructures In Missouri” and “Voices of Siblings,” National Autism Symposium in May 2004.

—and Shannon Daily Stokes. “Comparative Issue Definition in Risk Related Public Policy: West Nile Virus, Mad Cow Disease in North America, and Stem-Cell Research,” Association for Canadian Studies in the United States (ASCUS) Colloquium in Vancouver, Canada in October 2004.

Michael Diamond

“Dynamics of Organizational Change,” New England School of Addiction Studies, Waterville Valley, New Hampshire, Addiction Technology Transfer (ATTC) Science to Laboratory, Center for Alcohol and Addiction Studies, Brown University and the National Institutes of Drug Abuse (NIDA), August 23-26, 2004.

Thomas G. Johnson

“Economic Development Indicators,” Measuring How Rural Communities are Changed, Washington, DC, October 6, 2004.

“The Potential Impact of the Western Rail Corridor on the Economy of The BMW Region,” The Border-Midlands-Western Social Accounting Matrix Seminar, Letterkenny, Ireland, September 6, 2004.

“Economic Trends in Rural America,” The Rural Policy Forum, Little Rock, Arkansas, August 14, 2004.

“The Rural Economy in a Changed World,” The Legislative Rural Policy Academy, Salt Lake City, Utah, July 19, 2004.

Lael Keiser

—and Dana Baker. “Explaining Variation in the Social Construction of Rights for Disability,” American Political Science Association Meeting, Chicago, August 2004.

Jeffrey Milyo

“A Measure of Media Bias,” Annual Meetings of the Public Choice Society in Baltimore, Md., March 2004.

“Causes and Consequences of Social Capital,” and “State Campaign Finance Reform and Political Efficacy,” Midwest Political Science Association meeting in Chicago, Ill., April 2004.

“Inequality, Social Cohesion and Public Good Provision: An Experimental Analysis,” and “Social Capital and Contributions in a Public Goods Experiment,” Interdisciplinary Conversations on Social Capital at the University of Minnesota (May 2004).

“The Returns to Oversight,” Annual Meetings of the American Political Science Association meetings in Chicago, IL (August 2004).

“State Campaign Finance Reform and Political Efficacy,” BYU (September 2004).

“Causes and Consequences of Social Capital,” Washington University (October 2004).

Jane Mosley

—K. Miller and H. Koball. (July 2004). *Material hardship among families with children*. Presented at In the Shadows of Poverty: Strengthening the Rural Poverty Research Capacity of the South, Memphis, Tenn.

Lilliard E. Richardson, Jr.

—and Anthony Bertelli. “Multi-Dimensional Ideology in the Multi-Member District: An Analysis of the Arizona Legislature,” American Political Science Association Meeting in Chicago in September 2004.

—and David J. Houston. “The Effectiveness of Drinking-and-Driving Policies in the American States: A Cross-Sectional Time Series Analysis for 1984-2000,” 17th International Conference on Alcohol, Drugs, and Traffic Safety in Glasgow, Scotland in August 2004.

Elizabeth Scherrer

“Strategic Recruiting for Great Board Members,” Missouri Nonprofit Leadership Program, October 29, 2004.

“Performance Measurement and Program Evaluation: How Do You Measure Up?” Missouri Grants Summit, August 3, 2004.

“Who’s In Charge? Building an Effective Team: The Nonprofit Executive Director and the Board,” Training for the Missouri Nonprofit Leadership Program.

—and Christopher P. Awad. (2004). “Managing Conflict,” Training for the Missouri County Collectors Association, Jefferson City, Mo.

Judith I. Stallmann

—Victoria Salin, and Eunice Patron. “Rainy Day Funds for Municipalities Estimated with Value at Risk,” North American Regional Science meetings in Seattle Nov 11-13, 2004.

“The Economy of Northwest Missouri and its Competitive Position,” The Northwest Roundtable, Cameron, Mo., June 30, 2004.

“The Columbia Regional Labor Force,” Regional Economic Development, Inc. Annual Outlook Conference, Columbia, Mo., Dec. 2, 2004.

Lisa Zanetti

Participated in the MU Global Scholars Program to Moscow and St. Petersburg, June 2004.

“No nation on this globe should be more internationally minded than America because it was built by all nations.”

— Harry S Truman

Alumni Notes

Brandon Haynes, MPA '04, is a city auditor in Kansas City.

Deneke Kuschel, MPA '04, is an executive team leader for Target Corp. in St. Louis.

Keenan Patterson, MPA '99, with the Missouri Department of Natural Resources, was appointed to a three-year term on the American Water Works Association's Committee on Cross-connection Control.

2004 Alumni Reception at the Governor's Mansion

Truman School faculty, staff, students, and alumni enjoyed an evening reception at the Missouri Governor's Mansion on October 1, 2004. Clockwise from right: Truman School MPA students Veronica Kramer, Travis Rickford and Kalisha Turner. Ken and Dr. Sheila Bishop, TSPA professor (center) with alumni Rosella Schad (left) and Donna Prenger (right) of the Missouri Public Service Commission. MPA students Scott Stevens and Keith Beardslee and MU Development Officer Dale Wright.



Congratulations to Our Recent Graduates

December 2004 Graduates

Donna Breshears
Dorothy Butler
Donna Devine
Tammie Holiday
David Mitchem
Alfred Ojukwu
Norma Rhodes

TSPA Alumni Board Meets in Jeff City

The Truman School Alumni Advisory Board met in Jefferson City on October 1st. The Board focused on several TSPA priorities, including the proposed Ph.D. program, enhancing the internship experiences available to pre-service MPA students, and fundraising for student scholarships. The Advisory Board provides advice to TSPA administration and faculty, advocates on behalf of the School and its students, and forges connections among alumni, current students, and faculty.

Current members of the Alumni Advisory Board are: Doug Adams, Vice President and Chief Financial Officer, St. Louis Community Foundation; Robert Boone, Director of Policy, Missouri State Treasurer's Office; LaTonya Brown, PMF Coordinator, U.S. Office of Personnel Management; Rebecca Crowder, President, The Austin Peters Group, Inc. Terrie Dandy, Special Assistant to the Chair, U.S. Equal Employment Opportunity Commission; Marilu Goodyear, Vice Provost for Information Services, University of Kansas; Missouri State Senator Charles Gross of St. Charles; Christina Hammers, Assistant Attorney General, Missouri State Attorney General's Office; Paula Hertwig-Hopkins, Assistant City Manager, City of Columbia; John Hoskins, Director, Missouri Department of Conservation; Julia Hurst, Executive Director, National Lieutenant Governors Association; Patricia Kelley, Deputy Director, Missouri Primary Care Association; David Kormann, Executive Director, MOPERM; Joseph Martin, Deputy Commissioner, Missouri Coordinating Board for Higher Education; James Pyle, Director, Kansas City Police Employees' Retirement Systems; Carmen Schulze, Executive Director, Missouri Coalition of Children's Agencies; Zim Schwartz, Captain, Columbia Police Department; Michael Stahl, Director Office of Compliance, U.S. EPA; Ric Telthorst, President, Missouri Telecommunications Industry Association; and, Pamela Rice Walker, Deputy Director, Missouri Department of Health and Aging Services.