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MPA Program Newsletter

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NASPAA Reaccreditation and Mission Statement

The TROY MPA program is accredited through the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). To receive accreditation, the program needs to demonstrate that they are mission-based and driven by public service values. According to NASPAA, “accredited programs must contribute to the knowledge, research, and practice of public service, establish observable goals and outcomes, and use information about their performance to guide program improvement” (<http://www.naspaa.org/accreditation/NS/about.asp>). Programs must apply for reaccreditation every seven years.

We are now in the process of preparing for our reaccreditation. This includes a year-long self-study review (May 2014 to May 2015) of our program that addresses NASPAA’s seven standards (see <http://www.naspaa.org/accreditation/NS/naspaastandards.asp> for a complete description of the seven standards). Upon completion of the self-study, a team from NASPAA will conduct a site visit and forward their assessment to the Commission on Peer Review and Accreditation (COPRA) for their review and decision.

Last November, we also undertook a review of our mission statement. According to NASPAA, the program will have a statement of mission that guides performance expectations and their evaluation, including:

- its purpose and public service values, given the program’s particular emphasis on public affairs, administration, and policy;
- the population of students, employers, and professionals the program intends to serve; and,
- the contributions it intends to produce to advance the knowledge, research, and practice of public affairs, administration, and policy.

With the help of our primary stakeholders (current students, faculty and the MPA Advisory Board), the mission statement was revised to be more consistent with the NASPAA’s expectations. The new MPA Program mission statement was approved in January, 2014:

The mission of Troy University’s Master of Public Administration Program is to strengthen the quality of public service by facilitating learning, promoting scholarship, improving practice and engaging in public service. The program strives to develop graduates who bring to the public work force the intellectual acuity, ethical commitment, and professional competence to effectively serve the public interest.

Important Dates:

May 26:
Term 5 begins

July 21:
Registration for Term 1 begins

June 27:
Deadline to file Intent to Graduate form for Term 1

July 27:
Term 5 ends

July 7:
Deadline to drop classes or withdraw from the University

August 11
Term 1 begins



Dr. Pamela Gibson

Faculty Profile—Dr. Pamela Gibson

Dr. Gibson lives on vacation. That is, she has a home in Virginia Beach, Virginia near the ocean where her family spent the summers during her childhood. So, naturally, she feels on vacation each morning she can walk the shoreline as the sun rises. She grew up on the grounds at the University of Virginia in Charlottesville where her father taught tax law and accounting for 40 years. So, naturally, she feels right at home in academia. In fact, when she was a child, she thought everyone spent their lives in school. While she was doing her homework, her father was creating it. While she studied for exams, her father wrote and graded them. So, naturally, she truly believes in life-long learning. She is a certified Tai Chi instructor but never a master of the art and is learning what will grow in the sandbox she calls her backyard.

Welcome to Management, Newly-Minted MPA Graduate!

By Dr. Pamela Gibson

My relief from all that hard work and finishing my MPA was short-lived.

Not two months after graduating, I found myself on the interstate heading north to my first managerial position as Director of Residential Services for the developmentally disabled adults of a Pennsylvania County. I walked into the large Victorian group home where the staff of 12 had a tiny office under the stairwell and was quickly escorted out the back of the building.

There was the carriage house. It had been recently renovated with elaborately designed furnishings. Upon entering the old brick building, you were greeted by my secretary. To her left was a doorway that led to my office. The room was the size of my apartment in graduate school. My desk doubled as the conference table which sat the 10-member Board of Directors during our regularly scheduled meetings.

After putting down my empty briefcase in my gymnasium-sized office, I returned to the group home and proceeded to introduce myself to the staff. I was clearly 10 years younger than anyone in the room. Most had been working for the social service agencies of the county for 2-3 times longer than I'd been legally eligible to drink. And, it was about that time, I wanted one.

One of my first decisions was to recognize and counter my weakness and that was budgeting. I had no interest in public finance when I took the class (my apologies Drs. Dunning, Craig and Meine) but fully appreciated the significance of the fiscal health of the program. So, I hired a budget analyst.

Next, I promoted the most knowledgeable and skilled staff member with a tremendous amount of institutional memory to a newly created position of authority. I surrounded myself with people who knew more than I did.

I tried to swap offices with the staff but the Board of Directors wouldn't let me.

In the first year, I tackled ethical, legal, financial and personnel issues. I met with licensing officials, state inspectors, social workers, parents, neighbors, radio personalities, police, EMTs, judges, and public administrators from every office-of-the-program-of-the-division-of-the-region-of-the-department-of-name a government agency.

I also called my former professors and fellow students for guidance!

I was never more terrified. And, I was never more thankful to have that degree.

Of “B’s”, Organizations, and Water Coolers

By Dr. Dave Shetterly

As some of you may already know I will retire from my full time faculty job with Troy University on August 1, 2014. Several of my colleagues asked me to write a short piece for the newsletter that serves as a farewell and in some manner reflects on my career as a federal civil servant and as a professor with Troy University for the last 16 years. I feel very blessed to have experienced two careers. I worked for 25 years as a civil servant with the Department of Defense and started a second career with Troy University in 1998. I find this task somewhat daunting as I am a guy of modest background, from the north woods of Minnesota, and with a private by nature disposition. I did happen to catch a break when my family gave up the farm life of Minnesota in the late 50's for the sunshine and sand of central Florida. I call it a break in the sense that it gave me more opportunities and a very different foundation from what I would have otherwise received. I will try and give you a peek into a few things that shape my professional life. I will do this in the context of people, organizations, and a short moral story. I do want to emphasize that they are just one small piece of my overall professional experience. Nonetheless I hope you find what I have to say informative. But first let me turn to a more important matter.

I want to say it has been a privilege to have been exposed to so many terrific students over so many years. The teaching part of the job is what I really enjoy and I hope I have made a small difference in the lives of the various students I have touched over the years. It has been an honor and I wish all of you the very best over the years ahead in meeting your own professional and personal goals. It is also a distinct privilege to be part of the Troy University family and work with so many wonderful colleagues in the MPA program. The MPA faculty is a great group and I hope to be invited back for an occasional adjunct teaching role. So don't celebrate quite yet -- some of you may see me again in a little different role.

Now on to the second part of this piece with a bit more focus on professional life within public organizations and of course “administration.” It would be nice to have a crisp set of administrative principles like former Secretary of State, Colin Powell, for example. But I do not. Rather let me give a few thoughts on some factors that have shaped my own professional development in the context of people, organizations, and a moral story.

On the people aspect, I once worked for a chief of staff that had a somewhat peculiar approach to staff work. When coming to him with an action he expected the task to be accomplished in the manner of --- be quick, be smart, and be gone. I call it the Three B's and even heard the concept discussed in the last graduation ceremony I attended in Northern Virginia. At a superficial level the Three B's fit very aptly with the administrative values of efficiency (be quick), effectiveness (be smart) and it allows one to move on quickly to other priorities. At a deeper level and more importantly, it also embodies the principle of respect for others and in particular respecting the time that others have available for a particular task. It is expression I think of often when interacting with others in terms of being prepared and making good use of available time. In short, a little respect and thoughtfulness among peers, subordinates, and superiors goes a long ways towards a healthy and vibrant organization life. I just hope I am not violating the principle. Surely this could have been said in a more succinct manner!

Organizations have also had a profound influence on my life and my own professional development. I entered the Army in 1969 as a young man and only served a short time, a little less than three years. Those three years however left me with enduring beliefs and a value system that I find useful to his day. One adage I find especially valuable from my military days is that of “seek responsibility and take responsibility for your actions.” The latter part of this adage in particular can be stumbling block for public officials. My doctoral degree is from the University of Maryland Baltimore County (UMBC). UMBC offered the utmost in support and of course provided the foundation for my eventual employment with Troy University. I was exposed to a number of wonderful professors that shaped my own approach to teaching responsibilities and research interests. I didn't fully realize how much they had influenced me until after graduation as I found my footing with a new career. Troy University turned out to be an especially close fit with my own professional goals and is a very special relationship for me. The key point is that organizations matter and it is wise to be thoughtful when choosing organizations to be a part of. Like the Army each organization has a unique culture and value system. Joining an organization with a culture and values that closely align with your own personal goals and

(Continued on pg. 5)



Dr. Dave Shetterly

Alumni News

Michael Haworth was promoted to Assistant Chief in the Pinellas Park Police Department, FL. He has spent his entire law enforcement career with the City since 1990, and is now assigned to Operations in charge of Patrol and Special Operations. He was a prior Officer of the Year, holds a Master's Degree in Public Administration from Troy University and is graduate of FBI National Academy's 213th session. (This is the first time in the 99 year history of the agency that the city has promoted an assistant chief).

Captain Bill Royal attended Troy University from 2003 to 2005 at the Fort Walton Beach Campus while working at the Fort Walton Beach Police Department (FWBPD), graduating with his MPA in October 2005. Captain Royal was recently promoted to his new rank and became the Commander of the Patrol Division. The FWBPD is a small department and this position places him in one of two positions directly below the Chief of Police. His new duties consist of directing patrol operations and activities, which includes supervising 4 Patrol Sergeants and the management of overall patrol operations, internal affairs investigations, receiving and investigating complaints from the general public about patrol officer actions or inactions, public relations, field training program for new officers, and budget requests. Captain Royal has a total of 37 years in law enforcement, 21 in the USAF as a law enforcement specialist and 16 with the FWBPD (17 as of August 2014). His earlier education includes an A.S. in Criminal Justice from the Community College of the Air Force and a B.S. in Law Enforcement with a minor in Forensic Science from Jacksonville State University.

Pi Alpha Alpha (PAA) Inductions, Fall 2013 & Spring 2014

PAA is the National Honor Society for Public Affairs and Administration. The purpose of PAA is to encourage and recognize outstanding scholarship and accomplishment in public affairs and administration and to foster integrity, professionalism and creative performance in government and public service activities. Students in TROY's MPA Program may be inducted provided they have maintained a GPA of at least 3.7; have completed at least 75% (27 hours) of their coursework, and have the recommendation of the faculty. Congratulations to the following students who were nominated and accepted induction into PAA in Fall 2013 and Spring 2014:

Samantha Allbrook	Katrice D. Glider	Amy C. Schutter
Karl D. Barnes	Qi Han	Jennifer T. Shook
Bart Brady Brimhall	Hillary L. Hogan	Chasity N. Sitte
G. Bruce Brown	Hui Ma	Taja Sullivan Slaughter
David E. Clausen	Christopher D. Moore	Pamella Talley-Coney
Robin M. Cone	Nakema S. Moss	Shelli Thomason
John Corcoran	Christian J. Polit	Ashley D. Weber
Joel D. Edwards	Derick Alan Poppelreiter	Jennifer L. Williams
Dawn A. Ellis-Murray	Anna Marie Rougeau	Doralisa Wroblewski
Alvin Leroy Fenn, Jr.	Justin J. Schiltz	Xianruo Xie

Faculty Updates

Dr. Kristie Roberts-Lewis completed training to become a "Community Ambassador" with youthSpark, Inc., December 7, 2013 to become more aware of the issue of child sex trafficking and making a difference in the local community.

Dunning, P.T. (2014). Developing a competency-based assessment approach for student learning. *Teaching Public Administration*, 32(1): 55-67.

Meine, F. (with T. Dunn) "Police Consolidation: A New Era to Law Enforcement," PA Times Online, February 2014.

Dr. Charles Mitchell presented "Using Cultural and Social Diversity to Promote Student Transition from School to work and the Transmittal of Cultural Competency," at the 2014 Annual Meeting of the Conference of Minority Public Administrators, Washington, D.C., March 14, 2014.

Of “B’s”, Organizations, and Water Coolers (Continued)

professional interests helps set the foundation for a satisfying and productive career. The Army, UMBC, and Troy University provided such a foundation for me.

Lastly I have a short moral story from my days as a young man growing up in the south. The setting is a hot summer day in the segregated south of the 1960's. A white middle aged man is walking the aisles of a grocery store and decides he needs a drink of water. As he approaches the end of one aisle he sees two seemingly identical water coolers. He does notice that one has a placard above it with the word “White” written on it and the other has a similar placard above it with the word “Colored.” Being a thirsty soul he decides to take a drink from the “White” water cooler. After finishing his drink of water he lifts his head, pauses in thought for a moment, and moves over to the “Colored” water fountain. He then bends over, turns the knob, and takes a long drink. As he is drinking another patron of the grocery store comes over in a manner of urgency and taps the man on the shoulder to immediately get his attention. In a highly agitated manner the patron blurts out --- sir, sir you are making a big mistake, don't you realize you are drinking from the wrong water cooler; this is the “Colored” water cooler. The white man is unfazed and continues to take a few more sips of water. After a few moments he looks up at the shopper and with a bit of a grin and a wry smile replies --- I understand – but the water is colder here.

Now there is a lot going on within this little story. There are the issues of social equity, individual rights, and injustice connected to that particular time. There is also the white male willing to resist the social norm of the day and make a statement about proper conduct within the larger society. But there is also an aspect related to administrative values. The white middle aged man wanted to drink from the fountain that had the best (in this case coldest) water and wasn't much concerned about other circumstances. In my own informal way the story represents what I like to call the Water Cooler test of good public policy. Is the water colder? If the answer is no, then at the very minimum the policy is lacking on one key element. If the answer is yes, then there is at least an argument for a choice that follows a path which emphasizes performance related aspects of a particular decision. The story serves as a foundation for my own particular bias that individuals and society are best served when decisions based on performance related criteria are dominant. I think of it often when mulling over my own decisions. Is the water colder???

Current Students

Chantel Hartman, an MPA student in Montgomery, Alabama, will be a part of a team representing South University during the poster presentation component of the 2014 Alabama Library Association Convention. The convention will be held in Huntsville, Alabama and the poster presented by the team will discuss the role of libraries in proprietary institutions. In addition to this achievement, a workshop created and facilitated by Ms. Hartman entitled ‘How to Analyze a Scientific Article’ was submitted by Montgomery campus Library Director, Jessica Hayes, for consideration as a university research guide supplement. The workshop was selected to be a feature research guide for South University's Health Sciences department. The workshop will soon be converted to a YouTube presentation, utilized on all 12 campuses nationwide, and added to the university's online library resources catalog.



Chantel Hartman

Anthony Russo was promoted to Lieutenant in the Pinellas Park Police Department, FL. He has spent his entire law enforcement career with the City since 1994, assigned to Patrol and is the SWAT team Assistant Commander. Prior assignments include vice and special services.

Current MPA student Brian Allem recently was hired to be the Executive Director at the Denver Regional Mobility and Access Council. Previously he was with the Coastal Regional Commission in Georgia.

Recent Graduates

Congratulations to the following projected Spring (Term 3) graduates:

Sandra G. Ashford
Mary M. Ayres
Tarsha M. Baskin
Melissa Cruz
Kristie F. Daughtry
Mavis L. Decesaris
Vernelia K. Edwards
Sara Y. Ely
Carol A. Grant
Rachel L. Gray

April M. Heuss
Benita A. Hopkins
Shawn P. Hopson
Benjamin C. Johnson
Brandon P. Johnson
Chris Polit
Daphne B. Pruitt
Amy C. Schutter
Chasity N. Sitte
Jennifer L. Williams

eTROY Spirit Award

Congratulations to Dr. Tammy Esteves, the 2014 eTROY Spirit Award winner! The announcement was made during the 2014 e-Colloquium in April. Dr. Esteves received the recognition based on outstanding performance, along with demonstration of consistent dedication, initiative, motivation, positive attitude and customer service to those she supports and with whom she interacts.

MPA faculty have been no stranger to this award, having been awarded it the last four years:

- 2014—Dr. Tammy Esteves
- 2013—Dr. Leora Waldner
- 2012—Dr. Pam Dunning
- 2011—Dr. Dayna McDaniel

Charles A. Watson Award Winner—Patrick D. Bentz Fontaine

The Charles A. Watson Annual Research Award is named in honor and memory of Dr. Watson, Associate Professor of Public Administration, who served Troy University and our students from 1984 to 2008.

Dr. Watson taught research methods, quantitative analysis and program evaluation for our graduate programs. He had a strong passion for applied community based research. He had an outstanding knack for data gathering, analysis, and statistical testing and he truly generated enthusiasm for community based research in his students. His filing cabinets were full of outstanding student papers – giving strong evidence that our students, true to the mission of public service, dedicate their academic skills to their communities.

With the unexpected passing of Dr. Watson in November 2008, the Atlantic Region Alumni Association established an annual award in 2009 originally designed to recognize the outstanding graduate student of the Atlantic Region with the best paper of the year addressing community-based research in keeping with the work of Dr. Watson. Student papers are nominated by the MPA faculty, with selection made by an appointed committee. The winner receives a certificate, and their name engraved on a plaque on view in the Department of Political Science offices in Troy, Alabama.

This year was no different in the demonstrated scholarship of our student body and in keeping with the spirit with which Dr. Watson saw research informing our practice in public service. The Troy University Dr. Charles A. Watson Annual Research Award for 2014 goes to Patrick D. Bentz Fontaine, for a research manuscript entitled, “Factors Impacting TANF Dependency in the State of Maine.” Mr. Fontaine was nominated by Dr. Dayna McDaniel. Congratulations Patrick!



Dr. Charles Watson

New Students

Please welcome the following new students who were admitted between January and April 2014:

Scott Allen	Kimberly James	Robyn Shavers
Mark Baynard	Joshua Johnson	Chloe Simmons
Michael Bennett	Randy Jones	Ryan Speed
Brandon Boyles	Joel Jordan	Philip Spires
Cheryl Branning-Pilla	Keoshia Kyneard (Elmore)	Jonathan Swiney
Patricia Brookins	Becountiss Lawrence	Emily Sydnor
Brian Buffett	Debbi Lewis	Patrick Vega
Lowell Butler	Ronald Loegler	Amanda Vinson
Sannu Cummings-Brooks	Carita Mathews	Cynthia Washington
Jeremy Currithers	Charles Moudy	Narissa Webb
Henry Dixon	Ngqabutho Ncube	Loretta Woods
Arione Dorris	Anthoneal Newman	
Lindsay Doyle -McDonald	Mary Olive	
Joseph Fierro	Matthew Patterson	
Keisha Fogle	Latanya Peacock	
Charlene Gamble	Craig Petronella	
Cordel Garrett	Greg Provence	
Liseth Guizar	Olando Quick	
Tabatha Hall	Benjamin Reyes	
Stephanie Harris	Detrish Roberts	
Jonathan Heeb	Emily Roth	
Sandra Jackson	Anna Shavers	

Troy University in the News

Five Troy Football Players Ink NFL Undrafted Free Agent Deals

Building on the already strong network of Troy Trojans in the National Football League, five members of the 2013 Troy football team signed undrafted free agent deals with NFL teams earlier in the month.

Quarterback Corey Robinson and defensive tackle Antonio Gillespie inked deals with the Cleveland Browns, safety Camren Hudson signed with the Seattle Seahawks, wide receiver Eric Thomas will go to camp with the Indianapolis Colts and wide receiver Wilson Van Hooser signed on with the Green Bay Packers.

"All of those guys have been productive players for us and they have done a lot of things right during their careers at Troy," head coach Larry Blakeney said. "It takes more than just brawn to go to the NFL, it takes smarts too and these guys have that. I'm proud that they have the opportunity and I'm sure they will give it their best. The free agent route is probably better than getting drafted late as the teams thought enough of them to offer them.

"I believe this is also a testament to the job we do with the NFL personnel," Blakeney said. "We allow access to our place year round for scouts, coaches and general managers to come and evaluate our players. We are very open with the NFL guys and it really allows them to do their jobs."



The mission of Troy University's Master of Public Administration Program is to strengthen the quality of public service by facilitating learning, promoting scholarship, improving practice and engaging in public service. The program strives to develop graduates who bring to the public work force the intellectual acuity, ethical commitment, and professional competence to effectively serve the public interest.

Faculty Updates (Continued)

Dr. Pam Dunning was the featured instructor in "Budget Heroes of 2014 – Who are you? Do you really want to know?" Public Insight Network by Michael Caputo. <http://www.publicinsightnetwork.org/2014/03/06/who-are-you-budget-heroes-of-2014/>

Dr. Kristie Roberts-Lewis and Dr. LaKerri Mack, presented " Georgia's Secret Indiscretions: A Case of Social Injustice Among Georgia's Victims of Childhood Sexual Exploitation and Abuse," at the Conference of Minority Public Administrators (COMPA) National Conference March 13, 2014.

Dr. Pam Dunning was the convener of the American Society for Public Administration, Hampton Roads Chapter Annual Symposium "Facilitating Public Participation Through Technology," March 21, 2014.

Dr. Gibson was a moderator for a panel during the Hampton Roads Chapter of the American Society for Public Administration Annual Symposium, "Technology and Citizen Engagement" March 21, 2014.

Manfred F. Meine and Thomas P. Dunn presented " Police Consolidation A Resurgent Issue with Multi-Level Political and Economic Implications" at the Alabama Political Science Association, Montgomery, AL, March, 2014.

Dr. LaKerri Mack and Dr. Kristie Roberts-Lewis presented "The state of Black Males in Special Education in Alabama's Educational System" at the Alabama Political Science Association, Montgomery, AL, March 22, 2014.

Dr. Kristie Roberts-Lewis and Dr. LaKerri Mack presented "The Winding Journey to Justice: A Historical Analysis of the Voting Rights Acton Disenfranchised Populations and Its Impact on Voter Identification Laws in the South" at the Georgia Chapter, American Society of Public Administration (ASPA), March 28, 2014.

Meine, F. (with T. Dunn) "Loyalty, Ethics and "Whistle Blowing: Confronting Corruption in the Volatile World of Law Enforcement", Ethics Case, Electronic Hallway, April 11, 2014.

Dr. Pamela Gibson presented her manuscript, with Dr. Joy Hadwiger of the Criminal Justice Department, entitled "Disinhibited Behavior in Online Instruction and Implications for Public Service" at the Virginia Social Science Association Annual Conference in Richmond, Virginia, April 19, 2014.

Dr. Gibson provided an invited presentation, "Developing your Personal and Professional Ethical Values Portrait," for the University of Virginia, School of Continuing and Professional Studies, Public Administration Forum in Newport News, Virginia, April 24, 2014.

"Police Consolidation in the United States: The Never Ending Debate - Fiscal Imperatives versus Political Agendas and Public Policy Implications," Manfred F. Meine and Thomas P. Dunn, in Proceedings of the 2013 International Conference on Public Administration. USDETC Press, Chengdu, China, 2013.

Craig, K. W. (2014). *Feminism and Socialism in Postmodern America*. Createspace.

Share Your News!

Our next issue will be September 2014 and we need your help to fill it. Please e-mail Dr. Pam Dunning (pdunning@troy.edu) if you have recent news that you would like to have included in the newsletter.