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**Master of Public Administration**

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# MPA Program Newsletter

**Volume 2, Issue 3**

**September, 2013**

## New Local ASPA Chapter Presidents

The TROY MPA program is pleased to recognize three of its faculty members who have recently been elected as their local American Society for Public Administration (ASPA) chapter presidents: Dr. Pamela Dunning, Dr. Tammy Esteves, and Dr. Kim Loutzenhiser.

Dr. Dunning is the current president of the Hampton Roads Chapter in Virginia. This chapter serves the 16 counties and cities of Southeastern Virginia – from Colonial Williamsburg to Virginia Beach. The Hampton Roads Chapter has long had a tradition of having one of the more active ASPA chapters. The chapter represents the field of public administration for the region and is basically the creation of its members — its activities and functions are a reflection of the goals and interests of those members who want to be involved in the field of public administration at the local level. This is Dr. Dunning’s second time as president, previously serving in 2006-2007.



*Dr. Pam Dunning*

Dr. Esteves is the current president of the Evergreen Chapter in the state of Washington. The Evergreen Chapter of ASPA covers the areas from Olympia and Tacoma to Seattle. This past year Dr. Esteves served on the planning committee for a successful local ASPA conference, “Civil Discourse to Resolve Governmental Crises,” which included speakers such as William Ruckelshaus (the first director of the EPA), Washington Secretary of State Sam Reed and former Washington Governor and U.S. Senator Daniel J. Evans. Currently a TROY MPA alum, Kim Wyman, is the newly-elected Secretary of State in Washington, and she was part of the recent celebration of the 50th anniversary of the Sister-City relationship between the state of Washington and the Hyogo Prefecture in Japan. The Evergreen ASPA chapter also celebrated the 25th anniversary of the Sister-City relationship between ASPA and HAPSA (Hyogo Administrative Policy Studies Association).



*Dr. Tammy Esteves*

Dr. Loutzenhiser is the current Suncoast Chapter president-elect and will take the presidency for the 2013-2014 year. The Suncoast Chapter of ASPA was founded in 1971. The Chapter has more than 100 members drawn from cities, counties, state/federal agencies, and non-profit organizations in the Tampa Bay region. The organization encourages student involvement, career information and a networking opportunity. It offers a luncheon with a speaker every other month. It also offers opportunities for service and tours of public/private/nonprofit/government agencies. In addition to this it offers opportunities to learn about the values of the public service and a discussion forum to meet today’s challenges in governance.



*Dr. Kim Loutzenhiser*

### Important Dates:

**Sep 10:**  
 Live Webinar on the Capstone

**Sep 18:**  
 Live Webinar on library services

**Sep 20:**  
 Deadline to drop classes or withdraw from the University

**Sep 23:**  
 Registration for Term 2 begins

**Oct. 14**  
 Term 2 begins

**Nov 1:**  
 Deadline to file Intent to Graduate form for Term 3

## Faculty Profile—Dr. Tammy Esteves

Dr. Tammy Esteves initially joined the TROY faculty as an adjunct in the Hampton Roads area in 1999, and came on board full-time in 2002. She remained in Hampton Roads until her husband's military transfer took her to California, where she joined the Pacific Region. She now lives about halfway between Seattle and Tacoma, Washington. Thanks to technology, being almost 3,000 miles away from the TROY campus does not keep her from being active in campus activities; she is in her second term as a Faculty Senator, is the chair of the MPA Marketing Team, and was appointed to serve on the campus-wide Instructional Design Faculty Feedback Team.



By Dr. Tammy Esteves

Dr. Esteves has a BA in American Government from the University of Virginia, an MPA from James Madison University, and a PhD in Public Administration and Public Affairs from Virginia Tech. She brings both practical and academic experience to the field of public administration, thus preferring the moniker, "pracademic." One of her most interesting experiences was being a guest lecturer at Bocconi University in Milan, Italy; and presenting at conferences in Amsterdam and Leiden, the Netherlands. She also worked with the United States Coast Guard in Hampton Roads on contingency preparedness for hurricane safety and port security.

Her practical experiences include work as training coordinator for Virginia Blood Services; human resources director for International AutoSport; community services coordinator for the Jefferson Area Board for Aging; development coordinator for the Virginia Discovery Museum; and Interim Executive Director for Avalon, a shelter for women and children.

Dr. Esteves is very active in the American Society for Public Administration, where she is currently the president for the Section on Democracy and Social Justice, and is also the president of the Evergreen Chapter in Washington. Her main research interests are in the areas of leadership and organizational and community sustainability, particularly the use of technology for learning and community/capacity-building.

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## The Most Common Mistake Students Make in Planning Coursework...They Don't!

For several years, I taught a course for undergraduate freshmen designed to introduce them to the new challenges of college coursework. They soon discovered they were not in "thirteen grade" and had to make some significant changes in their lives to be successful in school. Unlike high school, college demands intricate time management skills in order to accommodate the additional reading, writing and class preparation necessary to accomplish all that is required from college courses.

Graduate students face the same sudden alteration in their lives. Whether a recent graduate with a bachelor's degree in hand or a professional returning to school after many years, graduate coursework calls for a delicate juggling of responsibilities. It is surprising to many new students when they encounter the workload of a graduate course syllabus and several common questions come to mind. Most questions center on the "difficulty" of a course, the "amount" of required writing and reading and, in general, the degree of "investment" necessary to learn the material and get a good grade in the course.

Of course, the answers are as individual as the abilities and daily schedules of each student asking the questions. Only the student can make the assessment as to whether the course is going "to fit" into their lives and if they will have a successful and enjoyable learning experience. However, a good decision requires sufficient information. The most common mistake made by students as they plan their academic career is to base their decisions solely on the catalog description and program requirement "listing." I've heard students say, "I'll just take the next (one, two or three) listed in the catalog."

I encourage all students to broaden their investigation to include a conversation with your faculty adviser; talk with students who have already taken courses (ask more than one person for exposure to a variety of experiences); discuss with several faculty members, including the professor teaching the courses you are considering; and, review the syllabi from previous years to get a greater understanding of the expectations of the courses.

The class should hold many surprises. However, your success or failure in meeting the logistical demands of the class shouldn't be one of them.



By Dr. Pamela Gibson

## Life After the MPA

*By Jeff Waechter, MPA Alumni*

Since my graduation last year from the Troy University Master of Public Administration (MPA) program I have put that education to work in Afghanistan assisting in the Afghan National Army's educational programs. The MPA classes on strategic planning, budgeting, human resource management, ethics, leadership, and theory of organizations have equipped me with knowledge and skills that I apply in my day-to-day work here.

As the Senior Education Advisor to the Assistant Deputy Minister of Education and Training of the Afghan National Army (ANA), I assist in the development of programs and policies to improve the ANA's education and training capabilities. My focus covers dozens of institutions from the Army basic training school through the Afghan National Defense University. It also includes training on literacy, computer skills, office automation, and English language training.

One critical mission is development of a literacy program for new military recruits and continued professional development throughout their military career. This is important because a majority of the recruits are illiterate. A friction point is that the front line wants warm bodies with a uniform and weapon regardless of their literacy level. Our challenge is to teach recruits a minimum literacy level quickly and build on that training throughout their time in the military.

Our goal is to empower Afghan defense institutions to develop and implement locally developed solutions. We, the coalition, can be our own worst enemy because we tend to cut-and-paste our western solutions onto the Afghan system. We often fail to consider Afghanistan's vastly different civil infrastructure as well as different religious and cultural values. This is where I earn my money, bridging the gap between serving the coalition desires and empowering Afghan leaders to build Afghan solutions. There are a multitude of pieces to this puzzle: cultural, political, fiscal, structural, contractual, religious, and legal. Fitting them together into a picture of success is difficult.

My work schedule is 8 a.m. to 8 p.m. daily, seven days a week. I put 50+ pounds of gear on my back and walk about a half mile to the Ministry of Defense compound from our coalition camp to meet with my counterpart and his staff. Wearing body armor and a pistol over a shirt and tie is not always fun but it keeps me safe. It seems ironic wearing this much military equipment and trying not to appear as the "invading force" as we are portrayed by the insurgency forces. Every day is another chance to make a difference – this thought helps me get out of bed each morning.



*Jeff Waechter  
Senior Education Advisor  
Ministerial Advisory Group  
Afghan National Army*

## September Webinars

Two live webinars are scheduled for Term I – 2013. On September 10 at 8 p.m., Central time Dr. Terry Anderson will discuss the topic of Preparing for PA 6699 - Capstone in Public Administration. The Capstone is the critical final course in the curriculum and tips on how to prepare for the Capstone as you progress through the curriculum will be discussed.

The second webinar is scheduled for September 18 at 6:30 p.m. Central time. Dr. Kristine Stilwell, subject matter expert with the Troy University Library, will discuss how to effectively use the various library resources. This will be a great opportunity to get information to help with writing those research papers as required in various courses.

The webinars will be conducted using Blackboard Collaborate. When available the link can be accessed by going to the MPA eQuad and clicking on the Live Webinars tab. Registration will be open a week advance of each event. Please mark your calendars and join us for these informative sessions.

## Welcome to New Students

Please welcome the following new students who were admitted between May and August 2013:

April Adams	Brandon Elder	Ellen Jordan	Robert Nixon
Christina Adewole	Cary Elder	Candacy Kassa	Caitlin Nixon
Charles Alexander	Latonya English	Seveda Kent	Arielle Osei
Del'yuri Almond	Normicka Forest	Kyle Kirstein	Ashlee Printup
Theresa Anderson	Jeronica Frierson	Quinting Lacewell	Angel Pullum
Laquana Angus	Hana Fristensky	Sheri Law	Richard Purvis
Amy Baisden	Trina Gallien	Tyana Lawson	William Randle
Stephanie Baker	Lezlie Garcia	Bonita Lawson	April Rawls
Morgan Bellamy	Sylvia Garrett	Lonnell Leonard	Jenna Richards
Latrenda Belton	Democha Gilliam	Kierra Lewis-Haley	Charlotte Robinson
Latoya Bester	Cynthia Glover	Rhonda Ligon	Meghan Rogers
Zarie Blackburn	Alexis Grice	Kellie Littlefield	Robert Rosner
Naja Burroughs	Monica Harrington	Jason Lowe	Eddrenia Scott
Kiona Byrd	Shanika Harvey	Teneshia Malcolm	Timothy Sims
Elaine Cherry	Todd Haslem	Myles McCadney	Heather Stewart
Kimberly Collins	Robert Hendrick	Lisa McCants	Micquel Tabb
Debbie Cook	Joe Holman	Terron Mickey	Raven Thomas
Amber Corona	Tyra Horton	Melasahn Miller	Lester Thompson
Kevin Craig	Jerome James	Eileen Moorman	Ashley Walker
Kiara Davis	Ashley Jamieson	Rebekah Morgan	Carletta Walker
Dorothy Ecklund	Pamla Johnson	Crystal Morton	Joyce Walker

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## Recent Graduates

Congratulations to the following projected Summer 2013 (Term 5) graduates:

Jospeh P. Baron	Joseph Gleaton	Alicia Powell
Markesha S. Bell	Kimberlie A. Graceffo	Michael L. Reynolds
Bonnie Bilger	Elizabeth Graham	Michael Sim
Bernice P. Brown	Michael P. Hallman	Benjamin M. Skelton
Jon D. Burcham	Kerry A. Harding	Taffanee Stanford
Stephanie L. Burke	Trevino Henderson	Shekina L. Thomas
Shiri A. Carmack	Lakeisha Hill	Brandi C. Threat
Jennifer J. Carotenuto	Celeste R. Jones	Cordellia K. Vanover
Thomas W. Cummings	Shenika M. Nunnally	Tasheika L. Vinson
Mary R. Dearth	Patrick K. O'Donnell	Catherine E. Watson
Kristen J. Dixon	Crystal C. Parker	James R. Way
Monica N. Echols	Thaddeus B. Parker	Lilianne Weir
Antonynette Finley	Dorothea C. Parkzes	Darvis D. White
Victoria Freeman	Jeano Pierrot	Charletta N. Wiggins
Amillia O. Garrison	Jessica L. Porter	Charles N. Willingham
Yolanda D. Geolingo	Sonya E. Porter	Meghan B. Woodham

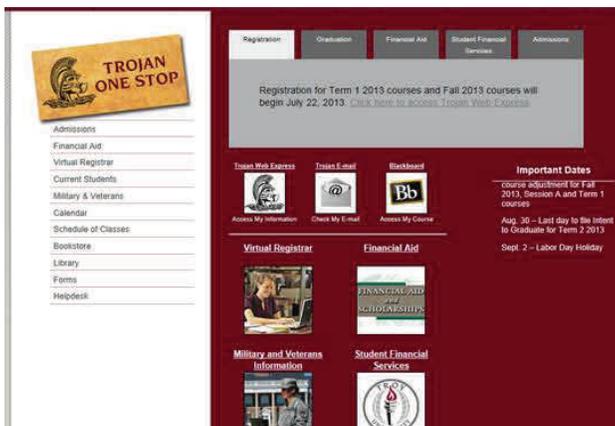
## Faculty Updates

Krishnamoorthy, A., Patel, S. C., Shetterly, D. R., & Maheshwari, S. (2012). Use of technology in managing currency exchange rate exposure in the public sector. *Delhi Business Review*, 13(2), 17-29.

Kronenburg, M. A., Shetterly, D. R., Duan, C. J., Krishnamoorthy, A., & Loutzenhiser, K. (2013). The impact of contract design on contract performance satisfaction. *International Journal of Management Research and Review*, 13(4), 2673-2688. Retrieved from <http://www.ijmrr.com/view%20journal.aspx>

Dr. Dunning presented "Developing a Competency-Based Assessment Approach for Student Learning" at the 2013 Teaching Public Administration Conference, San Francisco, CA, June, 2013.

## Trojan One Stop Page



Tired of looking through webpages for much needed online services? Bookmark the Trojan One Stop page and reduce frustration!

The new Trojan One Stop page will help you quickly access necessary services for all major functional areas from a single web page.

Explore the new Trojan One Stop page at <http://trojan.troy.edu/one-stop/> and link to Financial Aid, Trojan Web Express, Blackboard, Academic Records, and many other frequently used services.

## Alumni News

Kristal Quarker Hartsfield, who earned her Master of Public Administration from TROY in 2007, was named to the National Journal's "25 Most Influential Women of Washington Under 35" list which focuses on those who "quickly made their mark in Congress, think tanks, lobby shops, federal agencies or other venues." Hartsfield serves as National Field Director for African-American Initiatives for the Republican National Committee. She began her career in politics as minority coalitions director for the Tennessee GOP. On Capitol Hill, Hartsfield was the first black senior professional staffer on African affairs for the House Foreign Affairs Committee and also directed business outreach and communications for the House Republican Policy Committee.

Meghan Wander (2012) will be presenting "Pay for Performance: What is the buzz about?" at the 2013 NECoPA Conference at the University of Delaware on November 1-2.

Lilianne Weir (2013) has been a member of Studio One for two years. She has made a tremendous mark in the group as she used her administrative and budgeting skills to further their mission and send 33 crew members to Las Vegas, NV to compete in the world renowned Hip Hop dance competition Hip Hop International 2013. They placed First in the United States in the megacrew division and eighth in the World! Not bad for their first time. Their recent Hip Hop International performance can be found on YouTube by typing in Studio One HHI 2013.



Lilianne Weir



The mission of the Troy University MPA program is to develop professional competency and leadership in individuals associated with public and non-profit sectors by providing quality graduate professional education through a standardized curriculum and a network of campuses utilizing traditional, nontraditional and emerging electronic formats.

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## What is a Trojan?

### NICKNAME

The Troy athletic teams have had a variety of nicknames throughout the years, from Bulldogs to Teachers to Red Wave. As the football team began competition in the 1910s, the team was called Bulldogs or Teachers (since the school began as teacher's college). In 1922, the group was called Trojans for the first time. That lasted until Albert Elmore's arrival on campus 1931. A graduate of the University of Alabama, Elmore changed the nickname to Red Wave, a variation of Crimson Tide. The Red Wave moniker stuck until 1973, when the student body was charged again with voting for its new team nickname. The first game of the season in 1973 on the road against Northeast Louisiana (now Louisiana-Monroe), the squad departed Troy without a nickname. However, the students voted on the nickname that Saturday morning. The winner? Trojans. The current nickname won the election by a two-to-one margin with the ballots being tallied just hours before kickoff. With the new nickname, the Trojans battled Northeast Louisiana to a 15-15 tie.

### T-ROY

T-Roy, the Troy mascot and a fan favorite, has been a familiar sight at Troy athletic events since making his first appearance in the mid 1980s. T-Roy became the school mascot after a campus-wide decision on the name for a new mascot. There was an election by the student body with "T-Roy" coming out victorious. In the spring of 2008, T-Roy was voted the third best mascot in the nation.

### TROJAN LOGO

When Troy dropped the State from its name in 2005, they upgraded the look of the athletic logo. Troy went from a simple Trojan helmet to a menacing looking Trojan. Troy also made an assortment of side logos including the letter "T", shaped like a sword and also a crest that says "Troy" with two swords crossing behind the initial logo.



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## Share Your News!

Our next issue will be January 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.

*A special thanks to everyone who contributed to this newsletter. Your help is greatly appreciated.*