You have probably heard by now that after many years of service as our Executive Director, Wolfgang Pindur has stepped down in order to devote more time to research and other activities. On behalf of our faculty and students, I thank Wolfgang for his devotion and service to our Graduate Center. I certainly hope that I can live up to the high standard that he has set!

I will continue to serve as the Graduate Program Director for the MPA program, so I will see a lot of the MPA students in the coming semesters, and as always, I am available for advising by appointment. Dr. Berhanu Mengistu continues to serve as the Graduate Program Director for both the MUS and Ph.D. Programs. Sharon Walls, our Program Manager, continues to be the “heart” of the Graduate Center and makes the graduate school “experience” go as smoothly as possible for all of our students.

When you read The Cutting Edge section of this newsletter, you will notice that we have welcomed a new full-time faculty member, Dr. John Lombard, to the Graduate Center. We are very pleased to have John join the faculty, and you can read a little about him on page four. We are also pleased to welcome a new cohort of students from the Virginia Beach Police and Fire Departments, who will begin the MPA Program in the Spring semester.

Lastly, I would like to wish each of you a productive, interesting, and fun se-
### Spring 2001 Course Schedule

**September 25, 2000**

**Sites:** VB=Virginia Beach, P=Peninsula Ctr., C=Campus

*: Represents Core Classes for Master’s Students/Courses for students accepted into the program

800 level for Ph.D. students only

<table>
<thead>
<tr>
<th>Professor</th>
<th>Call #</th>
<th>Course</th>
<th>Day</th>
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<tr>
<td>Mengistu</td>
<td>24621</td>
<td>*PADM 671 Public Budgeting Systems</td>
<td>T</td>
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<td></td>
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<td>W</td>
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<td>24621</td>
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*In The Spotlight*

Regina Williams, City Manager of Norfolk, will be teaching New Venture Leadership this Spring! The course will focus on leadership issues facing public service leaders in the 21st century. Some key areas of study will be: leadership styles, challenges in the public sector and skill development to lead change.
Ph.D. Student Association for Urban Services Reactivated

The Ph.D. student association for Urban Services is reactivated! We had a great kick-off of the 2000-2001 season at Dr. Gail Johnson's beach home in September. Several students, alumni and all full time management track faculty in attendance. Beautiful weather, terrific food and lively conversations! The next meeting will be soon.

The Assn. is in the process of planning a couple of luncheons for the next few months. We are expanding and including education and health disciplines in the student organization and are asking all Ph.D. students to submit suggestions for the topics they would like to discuss and speakers they would enjoy hearing.

You have probably received your ballot for offices by now. We'll be getting a schedule of events out to you as soon as possible - to include some of the suggestions we receive. Please email your suggestions to: accyrus@home.com (Angela Cyrus). If you have questions about the Assn. or would like to be added to the mailing/phone/email list, OR IF YOU NEED TO UPDATE YOUR CONTACT INFORMATION please forward it to: evogel@odu.edu (Elizabeth Vogel). Dues are $10.00 for the year. Make checks payable to: CPBA Ph.D. Assn. and mail to Brian Durham, Grad. Center. For Urban Studies and Public Administration, Hughes Hall, Rm. 2091, Old Dominion University, Norfolk, VA 23529.
Staying on the Cutting Edge

A year long class project with Hilton Village was completed; many students from Dr. Johnson’s research methods classes worked with the civic association and Newport News in designing and conducting a study to provide information in developing an economic development strategy. Students conducted focus groups with citizens, interviewed local businesses, gathered and analyzed available data, and designed and implemented a mail survey. The final results were presented to both the city and civic association in July and were very positively received. Dr. Johnson has had articles accepted for publication. One is on Servant Leadership and will be published in Public Voices. The other article is on Teenaged Mothers on Welfare and will be published in the Journal on Poverty. A short article on Leadership was published in the July issue of PA Times. Dr. Johnson also worked with Len Ruchelman and Jeff Harlow from ODU’s Social Survey Center on a survey of Hampton Roads’ citizens on regionalism. The survey data will be included in a report that President Koch is preparing on the state of Hampton Roads. Dr. Johnson also just received a contract to write a book on research methods for public administrators. Over the summer, she worked with the World Bank in redesigning their program evaluation workshop. Gail was elected to the board of ASPA’s section on public administration education. In her spare time, Gail continues to incorporate technology into her courses and updating her home page.

Bill Leavitt recently published an article entitled “Civil Service Systems in the New Century: An International Perspective” in the Journal of Global Awareness and has another article “in press” with Gail Johnson on Transforming Organizations Through an Appreciative Inquiry, scheduled for publication in Public Personnel Management. Bill and Gail are conducting a funded research project on Appreciative Inquiry for James City County. In addition, Bill developed and taught a new course last summer on Re-engineering in the Public Sector and still had time to complete a circumnavigation of the Delmarva Peninsula in his sailboat!

John R. Lombard has joined the faculty this May. Dr. Lombard served as Vice President for Research and Information Services of the Hampton Roads Economic Development Alliance. Additionally, Dr. Lombard directed the ODU Economic and Development Resource Center. Previously, Dr. Lombard was Vice president of Business Development for the Connecticut Economic Resource Center, the statewide marketing operation for economic development. He was responsible for all client-related activities in national and international business recruitment. Prior to his tenure in Connecticut, Dr. Lombard was a consultant and head of research with the New York City firm of Moran, Stahl & Boyer. His primary assignment was with the Location Selection Practice where he supervised a team of six researchers. In addition to consulting assignments with Fortune 500 corporations, Dr. Lombard developed proprietary location measures such as the Labor Market Stress Index and the Underemployment Index. He received his Ph.D., and Masters degrees from the State University of Buffalo. His current research interests include focus on the relocation of business activity and its impact on regional economies. He is particularly interested in business and economic development applications of Geographic Information Systems (GIS). Dr. Lombard was recently certified by the Council of Urban Economic Development in recognition of his professional attainment and service in economic development.
Dr. Berhanu Mengistu is co-chairman for the Third International Conference for Public Management, Policy & Development, being held in Addis Ababa, Ethiopia in June 2001. He serves as the Co-Editor for the Journal of the Global Awareness Society International, and will be attending the May Conference in Accra, Ghana. Dr. Mengistu conducts seminars on performance budgeting and conflict resolution for various organizations, including the Municipal Clerks and the ODU Center for Global Business and Executive Education recently. He co-authored an article on privatization which will appear in the upcoming edition of the Oxford World Book of Politics. Dr. Mengistu is currently working on a book on global issues of governance & PA as they pertain to African nations. He is also an active advocate in promoting international scholarship at Old Dominion.

Wolfgang Pindur recently published a journal article on community policing and an article entitled "Achieving Government Missions with Innovative Practices and Technology" in The Handbook of Strategic Planning. In addition, he completed two funded research grant reports and continues to work on two additional funded research projects. Additional funding proposals have been submitted and are pending. Berhanu Mengistu and Wolfgang are serving as co-editors of an international journal. In his role as a community volunteer, Wolfgang is currently serving as President of the Hampton Roads Chapter of the American Society for Public Administration and as chair of the board of Community Alternatives, Inc.

Dr. Richman served as state appointed mediator in disputes over annexation and public utilities services involving Mecklenburg County, and the Town of South Hill and the Town of La Crosse, Va. The negotiated settlement ended ongoing litigation and was unanimously adopted by the elected officials in all three jurisdictions. Dr. Richman has been doing research on federal telecommunications policy and recently attended both the Hampton Roads Technology 2000 Conference and the national Telecommunications Research Policy Conference in Washington, D.C. His paper "Metropolitan Governance and Telecommunications Policy: Changing Perceptions of Place and Local Governance in the Information Society" presented last year at a conference in Finland is being published in a forthcoming book. Dr. Richman recently joined the editorial board of the new refereed electronic journal Policy and Management Review, published by the School of Public and Environmental Affairs, Indiana University.

Dr. Ruchelman’s book titled Cities in the Third Wave: The Technological Transformation of Urban America has been published by Burnham Inc., Publishers. The book is available in the Old Dominion University bookstore. In addition to the publication of his book, Dr. Ruchelman will have an article titled, “Cities in the Next Century” published by Society Magazine in the 2000 November/December Issue. Dr. Ruchelman will be the featured speaker at the November 16th luncheon meeting of the Hampton Roads ASPA Chapter.
ALUMNI NEWS

David Allen: David, an MPA graduate, is currently working for the Department of the Treasury as a Business Applications Analyst in Richmond, Virginia. In addition to his work duties, David has also been appointed by the Treasurer to a committee that will study workplace violence.

Melissa Malpede: Melissa, an MPA graduate, and her husband have recently relocated to Lake Mary Florida.

Dave McClees: Dave, a Doctoral student, recently won a cruise to Anchorage Alaska for an essay entitled, “Congressional Action Impacting the Major Trends in Intermodal Transportation in the New Millennium.” The essay was submitted to the Maritime, Ports, and Logistics Management Institute’s Propeller Club. Dave was also selected as a finalist in the PMI program and is currently working for HUD in Washington D.C.

MOVE YOUR MOUSE AND VISIT THESE WEB SITES

Professors
http://odu-cbpa.org/uspa
http://members.visi.net/~johnsong/
http://courses.lib.odu.edu/business/wleavitt/
http://courses.lib.odu.edu/business/wpindur/
http://www.odu.edu/~richman/legallab/
http://courses.lib.odu.edu/business/jlombard/

Other Interesting Sites
http://www.gao.gov/
http://www.aspanet.org/patimes/ocframes.htm
http://par.csuohio.edu/
http://www.udel.edu/uaa/index.html
http://www.state.va.us/

The Department of USPA
Dr. Gail Johnson
Dr. William Leavitt
Dr. Wolfgang Pindur
Dr. Roger Richman
Dr. John Lombard

Your Guide to the Government
GAO
PA Times
Public Administration Review
Urban Affairs Association
State of Virginia
We are happy to let you know that Dr. Wolfgang Pindur is the new President of the Hampton roads Chapter of the American Society of Public Administration (ASPA)!

If you are not a member we encourage you to join ASPA. ASPA is after all THE association for public professionals. ASPA offers professionals already in the field and students a plethora of benefits which include:

- Free membership in your local ASPA chapter allowing you to meet and learn from working professionals and upcoming talent in your geographical area.
- A one year subscription to the monthly newspaper the PA Times, which keeps you up to date on recent developments in the field and provides employment opportunities in its “Recruiter” section.
- A one year subscription to the Public Administration Review, the leading journal in the field.
- The chance to join an ASPA section based on your particular interests.
- The ability to participate at ASPA’s brand new ONLINE COMMUNITY at http://www.memberconnections.com/ASPA - a site complete with a Career Center!

INTERESTED?
Contact Dave Gist at 757-420-8300 or stop by the office for an application or go online!

ASPA LUNCHEON DATES

November 16, 2000
Speaker: Dr. Leonard Ruchelman, ODU Professor
Topic: Cities in the 21st Century

January 18, 2001
Speaker: John Carlock, HRPDC
Topic: New Wetlands Regulation-What do they mean for Hampton Roads?

March 18, 2001
Professional Development Day

May 17, 2001
Awards Luncheon-Details to follow
Leadership in the 21st Century: Attending to the “Soft Stuff”  
By Gail Johnson, Ph.D. as it appeared in the August 2000 PAR

Public agencies tried various change approaches in the past two decades. These approaches have focused on the “hard stuff” -- reorganization, reengineering, balanced score cards, and measuring results. By and large, these take a long time, if ever, to show signs of success. The leaders at the top make the decision to change and then spend a whole lot of time and energy trying to overcome “resistance to change.” The human dimension, essential to successful change, is often ignored because this “touchy-feely soft stuff” scares us. But if public organizations are to be successful in the 21st century, it will require a dramatically different way of leading. This difference will be defined by attending to the soft stuff.

Leaders of the 21st century will have to be expert in understanding, accepting and working with the feelings, attitudes, beliefs, values and desires of people if they wish to be successful. They will have to reject the old way of being a leader since domination and coercion does not yield great results and leadership defined merely in terms of hierarchical position is inadequate for the rapid response time demanded by citizens. The way we have always led won’t work. A look at the “how to be a leader” section in bookstores tell us that. Our own experiences also tell us that. Most likely we have felt inadequate, incompetent, fearful, frustrated, angry and/or de-motivated when we worked for someone who commanded and controlled us.

Attending the Soft Stuff

The new leader of the 21st century must attend to the human side. It means becoming more focused on process than outcome. The job is not about leading people, but leading the process and the situation. Process competencies and facilitation skills are essential. The job is about enabling the group to articulate the vision and strategy, rather than telling them this is where we are headed. The leader guides the group at the same time is guided by the group. It is a reciprocal relationship. The ability to create a trusting environment, where everyone feels appreciated for their unique contributions results in honest conversations about what needs to be done to be successful. As each person feels responsible for attaining the organization’s mission, they will be committed to act. Robert Greenleaf believed that you could attain voluntary commitment when leaders view people “more as beings to be trusted, believed in, and loved and as objects to be used, competed with, or judged.” This is the heart of the soft-stuff.

Among the many characteristics of the new leaders who attend to the soft stuff are:

• the ability to listen
• the ability to guide others in dreaming great dreams
• a positive view of people and their capabilities
• a commitment to continuous learning
• the ability to express appreciation
• the ability to understand and work with emergent situations
• the ability to teach people to think for themselves
• the willingness to walk the talk.

How Do We Get From Here to There?

For many of us, the model of the new leader fits with our personal values. But we have to figure out how can we become new leaders in our old hierarchical organizations. While there is no magic formula, I suspect that the change will begin with each of us as we choose to develop our capacity to be new leaders. I don’t think our organizations will change before we do. So it gets down to asking and answering this question: “what can I do to bring about this change?” There is always something we can do. We might begin with learning more about the concept of new leadership or envision how we will lead as opportunities for leadership present themselves. If not at work, then where else in our lives can we work at developing these new leadership skills?

Rather than trying to change these large organizations directly, consider what we can do within our sphere of influence. What can we do from where we are? As we look within our sphere of influence, we are likely to discover some room to develop some of the characteristics of the new leader. What can we do to:

• engage those around us in looking at the individual assets each brings to the group?
• blend their assets so that the whole group is strengthened?
• show respect and appreciation for their contributions?
• help the people we work with focus on what works well instead of complaining?
• facilitate discussions about how people want to work together to achieve what they believe is important?

Alternatively, we might ask ourselves: what stops me from taking any of these actions? Are barriers real or imagined? How do I know? What can I do to remove real barriers or work around them?
Congratulations to our recent graduates!

**Spring 2000 MPA**
- David Allen
- John Anderson
- Michael A. Rizmendi
- William Bailey
- Samuel Brayboy
- Corinna Craver
- Gregory Daniels
- Jill Davis
- Reed Fowler
- David Heim
- Thomas Jones
- Wissawa Kanistasawadi
- Patricia Lewis
- Pamela Pinder
- Melissa Malpede
- Carl Standifer
- Mark Miskovic
- Barbara Murphy

**Summer 2000 MPA**
- Linda Berardi
- Pete Edgette
- Lyle Jackson
- Kathy Whitemhurst

**Spring 2000 MUS**
- April Blunt
- Chandra Cooper
- Shamika Hilbert
- Michelle Hoesley (Ph.D. Candidate)
- Nancy Mason

**Summer 2000 MUS**
- Quinhon Goodlowe

**Spring 2000 Ph.D.**
- Deanne Shuman

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Odds and Ends

Please note that the USPA’s website has a new home at:

[http://odu-cpba.org/uspa](http://odu-cpba.org/uspa)

Click on over to find up to date information on the program and the answers to your questions. This website is a valuable item to add to your bookmarks!

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The Department of Urban Studies and Public Administration is currently seeking applications for Ph.D. and MPA/MUS Graduate Research Assistantships. There will be limited positions available starting Spring Semester. For more information contact Sharon in the Program Office. 683-3961.

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SEND US YOUR EMAIL!

The listserv is no longer! We now have an email distribution list to keep you up to date on changes. If you did not sign up in class send us your email at: uspa@odu.edu.
DEADLINES!

Graduation

December Graduation: Third Friday in July
May Graduation: Second Friday in November
August Graduation: Second Friday in April

Application Deadline

Fall Semester: June 15
Spring Semester: October 15
Summer Session: March 15

WE'RE ON THE WEB!
http://odu-cbpa.org/uspa