The new academic year is well underway, and it certainly has been interesting so far. The biggest news is the State budget woes. There have been a number of significant cuts at ODU, but at this point in time none of these budget cuts have had any significant impact on our Graduate Center. We are at full strength in terms of faculty and will continue to have the services of our Program Manager, Marjorie Wills. Money for conferences, faculty travel, photocopying, postage and a myriad other items has been essentially eliminated. That’s the main reason this Newsletter is coming to you in electronic format. I am afraid that the major impact on students will come in the form of some increase in tuition. I hope you will agree that you are still getting strong value for your dollar from a NASPAA accredited program with a very good reputation.

Speaking of NASPAA (the National Association of Schools of Public Affairs and Administration), we have submitted our lengthy reaccreditation report. We expect that a site visit will be scheduled for ODU sometime early in the Spring semester. The NASPAA site visit team will want to meet with current students and alumni to discuss your assessment of the MPA program. We will keep you informed as to when the site visit is scheduled, and we will also solicit volunteers to meet with them at the appropriate time. The MUS and Ph.D. programs are not accredited through NASPAA, so this does not apply if you are in either of these two programs.

In faculty news, Dr. Roger Richman will be taking a well-deserved research leave during the Spring semester in order to pursue several research projects. Kami Lenatti, a Virginia Beach City Attorney and graduate of the MPA program, will teach the Legal Foundations course in the Spring semester. Dr. Richman will return to his normal teaching load next Fall. We wish him well in his research endeavors.

Dr. Pamela Gibson is completing her first year on the Graduate Center faculty and by all accounts is doing an outstanding job. Dr. Gibson also represents the Graduate Center as a Board Member for the Hampton Roads chapter of ASPA.

Dr. John Morris began his career with us this Fall as an experienced Associate Professor. He is an excellent teacher and a prolific researcher with many high quality publications, including a very good article earlier this year in *Public Administration Review*. I hope you have an opportunity to take one of his classes before you graduate.

It is also a pleasure to report that a dedicated group of Graduate Center alumni will be meeting very soon to reactivate the Center’s Alumni Association. A strong alumni association will be very beneficial to students and alumni alike in terms of staying in touch, providing social functions and, of course, networking for jobs. We’ll keep you informed as this group moves forward, and we would love to hear from anyone who would like to get involved in this organizing effort.

One last item. We are getting very close to having the Wolfgang Pindur Scholarship fully funded; only a few thousand dollars left to go. Please consider making a contribution to honor his memory and have your name listed on the Wall of Donors in the new Graduate Center offices in Constant Hall. Call us at 683-3961, and we will send you the form to accompany your donation.
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* Guaranteed Core Course

800 level courses are for Ph.D. students only
## TWO YEAR COURSE MATRIX

MINIMUM GUARANTEED CORE & CAPSTONE OFFERINGS—ADDITIONAL SELECTIONS MAY BE OFFERED. ELECTIVES ARE NOT INCLUDED.

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### Congratulations To 2002 Spring & Summer Graduates

- Abraham Banks
- James Barnett
- Karen Beavers-Conroy
- Barbara Boslego
- Dean Bowles
- Fred Butler, Jr.
- Katrina Cantrell
- Fitzhugh Cantrell
- Michelle Clark
- Makiesa Cruse
- Ellen Early
- Karen Ellis
- Frank Holloman
- Joetta Jensen
- Karla Johnson
- Debra Lyons
- Andrea McLean
- Jaime Miller
- Ayodeji Omololu
- Julie Proctor
- Vickie Williams
- Brian Trickler
- Scott Whitehurst
- Linda Michie
As many students have noticed by now, the USPA Graduate Center has a new location in the recently built Constant Hall. The new office in Suite 2084 consolidates most of the Center’s faculty offices into one suite.

In addition, our website will get a new look this spring. The updated website will feature much more information including class schedules and instructors’ research interests. With its new look, the updated website will be easy to navigate, informative, and fun to read.

First-year MPA student Shemica Copeland is one of the Department’s new Graduate Assistants. Copeland completed her undergraduate degree at Virginia Tech in Human Development in December 2000. She is a member of Alpha Kappa Alpha Sorority, Inc. Shemica is very excited about her first semester in the MPA program at Old Dominion University. Even though she is new to the program, Shemica is not new to the campus. Some may recognize her from Rollins Hall where she was the Outside Scholarship Agency Coordinator for the Financial Aid Office.

MPA student Christie McLaughlin is the other new Graduate Assistant for USPA this fall. McLaughlin completed her undergraduate degree in Sociology at the University of Virginia in May 2001. She is currently updating our website, conducting research on bullying in schools for Dr. John Kiefer, and studying student satisfaction through surveys completed last spring for Dr. Gibson. McLaughlin will graduate from the MPA program in December 2002.

Brandi Conner is our new Office Assistant for this fall. She is currently a sophomore at Old Dominion and is double majoring in Business Management and Psychology. Conner is in the process of becoming a member of the Association of Psychology Students, and looks forward to becoming an active member. Conner has also worked on-campus prior to joining our staff. During her freshman year she worked in the School of Nursing at Old Dominion University.

**NEW THIS SEMESTER**

All graduates must complete the online Graduate Student Satisfaction Survey before graduating. Diplomas and transcripts will be withheld until this survey is completed. It takes about 15-20 minutes to complete. You can access the survey at:

http://www.odu.edu/webroot/orgs/ao/assessment.nsf/pages/homepage
PH.D. PROGRAM DIRECTOR’S MESSAGE
DR. BERHANU MENGISTU

Doctoral Students and Candidates

It has been a busy summer and fall for the Ph.D. program. Six new doctoral students have joined the program. One student took the Fall 2002 candidacy exam, and will be progressing to oral exams before the end of Fall 2002 semester, and Elizabeth Vogel will defend her dissertation proposal prior to semester’s end. Doctoral Candidates William Grant and Jothi Themoszi will defend their dissertations in December.

Our Ph.D. students are remaining active, traveling and presenting their research and papers at regional and national conferences. Tom Poulin traveled to the annual conference of the Southeastern Conference on Public Administration in South Carolina to present a paper. Suzanne Wood, Heather Baltodano, and Elizabeth Vogel recently presented a variety of research posters and papers at the annual conference of the American Public Health Association in Philadelphia, PA. These students are pursuing publication of their works.

Program News

The Ph.D. program is continuing the internal dialogue based on recommendations of the 2001 Urban Services Doctoral Program review. The committee charged with reviewing and assessing the program’s mission, goals and objectives is continuing to meet and work toward a final revised program.

The Journal of Global Awareness

The third volume of the Journal of Global Awareness, dedicated to Wolfgang Pindur, was published in time for the annual conference of the Global Awareness Society International in May 2002. Publication of volume four is scheduled prior to the 2003 conference in Washington, D.C. Please contact Dr. Mengistu or Suzanne Wood at 683-5395 for information about the conference or manuscript submission.

ASPA News and Updates

ASPA: A Professional Association For You

The American Society for Public Administration (ASPA) has provided over 60 years of professional collaboration among academics and practitioners in the field of public administration by publishing scholarly journals, hosting regional and national conferences, and orchestrating electronic communications to assist in the advancement of public administration education, theory and research. There are many advantages to joining the association and I strongly encourage you to visit their website at www.aspanet.org for details.

The Hampton Roads Chapter of the ASPA serves the sixteen counties and cities of Southeastern Virginia. Every other month, starting in September of each year, the chapter offers exciting general membership luncheon meetings and special programs. Please learn more about our own chapter by visiting www.hampton.va.us/budget/aspa/.

Upcoming Events:

December 13, 2002, 6PM – 10PM
The Annual Conference of Minority Public Administrators (COMPA) Holiday After Five Celebration will take place at Crabber’s Restaurant and Sports Lounge in Hampton. Call Shellae Blackwell at (757) 727-6488 for details.

January 9, 2003, 12 NOON
The COMPA Executive Board and General Membership Meeting will be held at the Hampton Holiday Inn, Hampton. For more information, contact Chris Snead at (757) 727-6377.

January, 16, 2003, 11:30AM – 1:00 PM
ASPA General Membership Lunch. Location to be announced.

February 5 – 8, 2003
The National Conference of Minority Public Administrators (COMPA) will be held at the Hampton Holiday Inn and Conference Center in Hampton.
The Department is glad to have Dr. John Morris as part of the faculty. This semester, he teaches two sections of PADM 704, Methods of Program Evaluation. Dr. Morris has also found time to work on research and publish. Most recently, two of his articles were published in two different publications.

His most recent publication, in which he collaborated with other authors, was published in *Public Works Management & Policy* 7, 2 (October 2002). The title of the article is “EPA, Collaborative Rule Making, and Small Communities Outreach Project for Environmental Issues: A Three-State Experience.”

In short, the article asserts that in an era of increased attention paid to the impact of federal regulation on citizens and small business entities, the Small Communities Outreach Project for Environmental Issues (SCOPE) is a collaborative attempt between the U.S. Environmental Protection Agency (EPA) and the National Association of Schools of Public Affairs and Administration to facilitate communication between small communities, local government officials, and the EPA. Morris and his co-authors report on the activities of SCOPE designed to elicit comment on the EPA’s proposed groundwater rule. Through qualitative data, they contend that SCOPE is an effective model of communication between the EPA and small communities. Finally, the authors analyze the activities of SCOPE in terms of its utility in the federal rulemaking process.

Dr. Morris also collaborated with several authors and published an article in *Public Administration Review*, 62, 1 (January/February 2002). The article is titled “Welfare Reform, Mississippi Style: Temporary Assistance for Needy Families and the Search for Accountability.” Through an examination of the 1996 Personal Responsibility and Work Opportunity Act in the state of Mississippi, the authors explore the adequacy of the traditional two-actor principal-agent theory.

Using this theory as their lens, the authors suggest that the choices made by Mississippi in the area of welfare reform to privatize much of the work and to add several layers to the existing principal-agent relationship substantially reduced accountability and the effectiveness of the monitoring systems. The authors conclude that not only is traditional principal-agent theory an insufficient tool for understanding the complex inter-relationship between democratic actors in this particular case, the decisions of the state of Mississippi to complicate the principal-actor relationship through privatization also undermined the reform effort itself in ways that may have general implications for other like-minded efforts in other policy areas.

Dr. Morris has other publications in *The Journal of Global Awareness*, 3, 1 (Spring 2002) where he explores the implications of what happens to policies and programs when goals, norms, priorities, and emphases that inform their administration undergo transformation. He also offers advice for evaluators to incorporate such changes in longitudinal evaluation efforts.

He also has forthcoming publications in the *Journal of African Policy Studies* and Policy Studies Journal addressing issues of pesticides management in Tanzania and state policy choices in a waste water program. We are very proud of Dr. Morris and are happy to have him with us.

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**Registration for Spring 2003 Classes Begins November 18, 2002**

Currently Enrolled Students Register Beginning November 18

New and Non-Degree Seeking Students Register Beginning November 25
The Most Common Mistake Students Make When They Miss Class

By Pamela A. Gibson, Ph.D.

“Did I miss anything important in class?”

Asking a faculty member this question will, assuredly, encourage the following response: “Of course you did. EVERYTHING I say in class lecture is important to your education. The contributions from your fellow students were invaluable to greater understanding of the material. And, as we closed the evening, we reviewed for the final exam.” If not this specific reply, you will receive something close to it. What is a better way of ensuring you aren’t at a complete disadvantage for not attending a class session?

Make arrangements with a fellow student, preferably at the first class session, to take notes and collect handouts for one another should unexpected and unavoidable circumstances prevent either of you from attending class one evening. Don’t rely on the instructor to save you copies of materials that are distributed in class. Nor should you expect an abbreviated re-cap of the lecture for an audience of one.

Having a ‘classroom colleague’ will also prove helpful if you need to clarify the instructions for an assignment or to confirm a change in the class schedule and your instructor is not available. In addition, these relationships can be extended beyond the classroom to form study groups and to work together to strategize about course planning for the next few semesters. You will, in due time, be members of our alumni community and may keep in contact for years to come.

As you have witnessed in class discussions, everyone in the room is an invaluable resource that further enhances the learning experience for us all. The instructor isn’t the only one you may ask, “Did I miss anything important in class?”

*Note: See Dr. Gibson’s last article in the Spring, 2002 newsletter, “The Most Common Mistake Students Make in Planning Coursework.”*
MPA Graduate Speaks During 9/11 Ceremony

Our alumnus David Palmer was the speaker for the Old Dominion University 9/11 Observance Ceremony held on Wednesday, September 11, 2002. His words of encouragement and hope inspired many of us. For this reason, we have chosen to feature Palmer’s speech in this edition of the newsletter.

“Good Morning. I’m David B. Palmer, Assistant Fire Chief with the City of Norfolk Department of Fire-Rescue. President Runte, students, faculty, colleagues, fellow alumni, guests, and friends: Thank you for attending this very important and meaningful commemoration event. It is indeed an honor to deliver these brief opening remarks as a Norfolk native, a local public safety officer, and as a person who literally grew up on this campus as the son of an Old Dominion University Professor. It is also an honor for me to be counted among the Master of Public Administration degree program alumni at the University.

I would like to recognize several fellow public safety personnel attending today: Norfolk Fire-Rescue’s Fire Station #7’s crew from the station we know as the ODU Station; our Norfolk Police Officers, ODU Public Safety, and Hampton Roads Port Authority officers. I also want to recognize our military members from the Coast Guard, Army, Navy, Marines, and Air Force whether they are present, on-station, or deployed around the world. ODU’s ARMY and NAVY ROTC members and color guard also honor us and our nation with their presence today.

“The events of Sept. 11, 2001 in Manhattan, Arlington, and Somerset County instantly strained our ability to comprehend and cope with such acts. These events called us to act in ways that would stretch our ability to comprehend and cope.

We’re here today to remember and honor those who lost their lives last September – the thousands of people at the World Trade Center, the Pentagon, and aboard our high-jacked Airliners. We remember and honor those of the ODU community who lost their lives in the conduct of their career responsibilities. We remember and honor those who performed heroic acts in the air, giving their lives to protect lives on the ground. We remember and honor those Good Samaritans who unselfishly lost their lives while providing aid to those around them. We remember and honor the hundreds of our public safety brothers and sisters who responded to citizens’ calls for help and gave their lives in the act of trying to rescue and care for them. We also remember and honor the families, friends, and colleagues of those lost one year ago today.

Since September 11, governmental agencies, educational institutions, health care providers, and private sector profit and non-profit organizations at many levels have placed a visible and higher priority on the prevention of terrorism and improving readiness to respond to the consequences of terrorist acts. We are fortunate in Hampton Roads that our first responder and health care system disaster preparation efforts preceded last September by a number of years. Examples include our Regional Hazardous Materials Response Teams and our Hampton Roads Metropolitan Medical Response System featured in the local media yesterday.

We also base one of the nation’s Urban Search and Rescue teams – VA Task Force II. This team, comprised of members from agencies from around the region, responded to The Murrah Building bombing in Oklahoma City and to the Pentagon disaster last September.

All of our cities and counties have been planning and training for several years now. I’m also pleased to announce today that Virginia’s Disaster Medical Assistance Team (DMAT), known as Virginia I DMAT, has been approved for development over the next year. Its base of operations will be in Norfolk.

I want to assure all those gathered here today that your emergency responders are better prepared and more ready now than we were one year ago...”

-David Palmer
Barnett Offers Advice For Students In MPA Program

Alumnus Jim Barnett shares his experience in applying what he learned in the MPA program to the workforce. Jim is currently working with Homeland Security in Washington, D.C. The following is a list of tips he compiled for getting the most out of academic work in the Department of Urban Studies and Public Administration.

“Some important learning points from my experience:
1. Come to the table prepared to talk about your organization. If you are a student who prepared for class, this will be an easy transition for you. If you came to class semi-prepared, this will be a new challenge for you. If you come unprepared to a meeting, your credibility is shot.

2. To deal with homeland security, you must have a firm understanding of the following:
   A. Public Policy - Dr. Ruchelman, your class is right-on. Tell students that identifying the problem and understanding the differences between performance gaps, problems, symptoms, and indictors is a must. Failing to understand problems will reduce your credibility.
   B. Budget Process - I have been to "The Hill" twice. Dr Mengistu, tell your students to take budgeting seriously. If they don’t understand the technical aspects, budget cycles, and political aspects of the budget they are doomed to failure.
   C. Organizational Theory - The Homeland organization is way outside the boundaries of hierarchical structures. I am constantly reviewing my org theory notes. No suggestions are disregarded if you (presenter) can talk about them.
   D. Diversity - Cultural, political, and age diversity are important tools to develop Homeland Security.

3. All of you have given me the tools necessary to outfit my tool bag. I have valuable input to Homeland Security and love the challenge Homeland/Multi-dimensional protection offers.

As a final note, I would like to say thank you for your invaluable mentoring and professionalism. I am truly a better person and professional Army Officer that benefited from your teachings. Thank You.”

Pindur Memorial Fund Nears $25,000 Goal

When Dr. Wolfgang Pindur died in June 2001, friends and colleagues worked to establish an endowed fund that will honor the many contributions of Dr. Pindur by supporting the scholarship of future professionals in applied research.

In just one year, the fund has grown to more than $22,000 – just short of our initial goal of $25,000. Your help is needed to fully fund the endowment. Your generous gift will help us honor the memory of our colleague, mentor and friend. Gifts in any amount are welcome and are tax deductible as allowed by law.

Payment options other than check are welcome, including credit card payments and gifts of securities. For more information, please call the Office of Development at (757) 683-3090, or send checks, payable to Old Dominion University Foundations, to: Old Dominion University Educational Foundation, 129 Koch Hall, Norfolk, VA 23529.

The Wolfgang Pindur Award in Applied Research will, when fully funded, support the scholarship of outstanding graduate students in applied research in the Graduate Center’s MPA, MUS or PhD programs.

As the endowment builds, more funds will be available for these students. We are grateful for your interest and support, and we look forward to honoring the legacy of an esteemed colleague.

A special thanks to The Wolfgang Pindur Memorial Committee for their contributions in organizing the Pindur Memorial Dinner and spearheading the campaign for the scholarship and endowment fund.
MPA Alumni Soaring to Greater Heights

Erika Young
Employment Security Specialist II
Pennsylvania Department of Labor & Industry

Frank Holloman
The National Institute of Health
Child Health and Development

David Allen
Budget Management Specialist
James City County Parks and Recreation

Stephanie Roper-Burton
Presidential Management Intern
United States Navy

Jim Barnett
Homeland Security
Washington, D.C.

Regina Brayboy
Chief Operating Officer
WHRO

Steven Hoagland, Ph.D.
Associate Dean of Graduate Studies
Case Western Reserve University

Let us know where you are and what you are doing.
Call 757-683-3961
* Points of Pride *

More Accomplishments of Our Faculty and Students

The Virginia Social Science Association has designated Dr. Leonard Ruchleman as Distinguished Scholar in Public Administration. This is in acknowledgement of a full range of books, articles, grants and services performed over his 27-year career at Old Dominion University.

Dr. John Lombard attended the Accessibility in Space and Time workshop sponsored by the Center for Spatially Integrated Social Science at the University of California at Santa Barbara. Dr. Lombard’s paper “Demonstrating the Wage Impact of New Jobs on a Regional Economy” was accepted for publication by *The Journal of Applied Economic Development Research*.

Dr. Berhanu Mengistu was awarded a Fulbright Senior Specialist Grant for the summer of 2002.

Ph.D. student Suzanne Wood has been selected to receive the Meredith Corporation Scholarship for 2002-2003.

Ph.D. candidate Mary Elizabeth Vogel has been selected to receive the Theodore F. And Constance C. Constant Scholarship.

Ph.D. Students Heather M. Baltodano and Suzanne Wood participated in the American Public Health Association Conference, where they conducted a poster presentation on Children’s Fear of Victimization.
Elizabeth Vogel, a doctoral student in urban services/management at Old Dominion University, has been selected as a Congressional Fellow on Women and Public Policy for 2003 by the Washington, D.C.-based Women’s Research and Education Institute (WREI). Vogel is one of only seven women chosen to receive the institute’s highly competitive Capitol Heights fellowships, which are awarded on the basis of academic achievement and a demonstrated interest in the public policy process.

Vogel, who will begin the eight-month fellowship in January, will serve as a legislative correspondent, working with members of congress on women’s policy issues. WREI works to identify issues affecting women and their roles in the family, workplace, and public arena, and to inform and help shape the public policy debate on these issues.

A native of Indianapolis, Vogel received her bachelor’s degree in health administration and creative writing from Loretto Heights College’s University Without Walls program. She received her master’s in health services administration from the University of Michigan. Vogel has held a variety of positions in medical administration, including assistant director of hospitals at Indiana University medical Center in Indianapolis and vice-president for administration at the Pediatric Education and Research Foundation of the Children’s Health System in Norfolk.

At Old Dominion University, Vogel has twice received a Constant Fellowship from the College of Business and Public Administration and was named Outstanding Ph.D. Student for 2000-01. She has served as president of the Ph.D. Association for Urban Services Program and is a member of Phi Beta Phi and Pi Alpha Alpha Honor Society for Public Administration.