I would like to warmly extend happy New Year greetings to all USPA students and alumni. The past year has brought great change to the department, and I thank each of you for your overwhelming support and encouragement as we continue to navigate through the changes. I trust that you will find that the new curriculum in the MPA and Ph.D. programs has strengthened your educational experiences, while the staffing changes have brought additional vision and insight for each program.

After serving as Department Chair for six years, Dr. Bill Leavitt was on a well-deserved research sabbatical leave during the fall semester. I am happy to report that he has come back to us happy, refreshed, and energized. I know our students have missed his guidance and direction both in the classroom and out, and the faculty has certainly missed his knowledge in the day to day operations of this department as well. Welcome back Dr. Leavitt!

As many of you know, Dr. Roger Richman decided to retire. We wish him all the best in his retirement, and hope that he is enjoying it. Dr. Richman was an intellectual tower in this department and is sorely missed. His retirement has left a large gap among our faculty, one that is not easily filled. However, we have been working diligently on finding his replacement.

The selection and review process for a new faculty member has been underway for several months. We received a large pool of excellent candidates and, through the selection process, have developed a short list of candidates. Each of these candidates has been invited to visit with us during the month of January. Candidates, among other things, are expected to make a presentation about their research accomplishments and their future research agenda. All students, alumni, and advisory council members are cordially invited to attend these presentations. All presentations are scheduled for 10:00 a.m. in the Dean’s conference room in Constant Hall. Immediately following the presentations at 11:00 a.m. will be a time for students to meet the candidate and ask questions. Following is the list of candidates and the dates they will be presenting.

Another change that I am happy to announce involves our Advisory Council. The Advisory Council is comprised of recognized governmental and non-profit leaders from the community who collaborate with us to provide visionary leadership, participation, and linkages between the department and local public organizations. Charles W. Meyer, Chief Operating Officer, City of Virginia Beach, has been elected as chair for the Advisory Council. We appreciate his willingness to serve in this capacity and look forward to his leadership. We would also like to thank Sue Mellen, Acting Assistant County Administrator, James City County, for her willingness to serve in the capacity of vice chair. Thanks are also extended to our past chair, Steven Herbert, former City Manager, City of Suffolk, for his dedication to our department during his tenure as chair of the Advisory Council. We have recently increased the number of Advisory Council members to ensure that the council is representative of the geographic, ethnic and gender diversity of the region and the students we serve. We welcome our new advisory members, Mary Bullock, Director of Human Resources, City of Chesapeake; Tony Torres, Police Captain, City of Chesapeake; and Sherri Neil, Senior Legislative and Management Analyst, City of Portsmouth. We are happy to note that they are all our distinguished alumni. With the many changes we have experienced as a department, I hope that we have continued to serve you well during the transition. If we have failed you in any way, I ask for your forgiveness. There are a few tips I’d like to share with you that will help ensure that your expectations are met. First, if you need to send an email to a faculty member please include a subject matter in your email. Unfortunately, we receive a great deal of spam, and it is very easy to accidentally delete a student’s email that does not contain a proper identifying subject matter. Do not assume that that your email will be recognized by your name alone.

Dr. Douglas Watson – January 18
Dr. Lisa Zanetti – January 22
Dr. Al Bavon – January 26
Dr. Patricia Julnes – January 29

Dr. Patria Julnes – January 29
Dr. Al Bavon – January 26
Dr. Lisa Zanetti – January 22
Dr. Douglas Watson – January 18

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Dr. Patria Julnes – January 29
Dr. Al Bavon – January 26
Dr. Lisa Zanetti – January 22
Dr. Douglas Watson – January 18

Dr. Patria Julnes – January 29
Dr. Al Bavon – January 26
Dr. Lisa Zanetti – January 22
Dr. Douglas Watson – January 18
As many of you have read in the Spring 2006 newsletter, I have now assumed the role of Graduate Program Director for the Ph.D. in Public Administration and Urban Policy. Our Ph.D. program has undergone significant revision in the past three years, and my colleague Dr. Berhanu Mengistu has been the driving force behind this success. The result of Dr. Mengistu’s tireless work is the cornerstone of this new mentoring program will be closer associations with faculty and fellow students outside of the classroom. In the past many of our students have formed ad hoc study groups, an activity that seems to pay large dividends. We want to give all students this same opportunity, as well as to encourage closer professional relationships with the faculty. Like any other part of your academic life, your “return” will depend on what you invest. We will strive to make these interactions as useful and as accessible as possible. We also value your input; please feel free to contact me with any ideas you may have to help make this undertaking a success. As the program is finalized, we will be sending information to all current Ph.D. students. (As a reminder, please remember that the university and the department will now only communicate with you via e-mail through your university-issued e-mail account. You may choose to forward mail from this account to another, more convenient account.)

We welcomed several new students to our Ph.D. program in the fall of 2006. Brandi Blessett comes to us from the University of Michigan (with a stint as a teacher in between). Mark Gordon is a U.S. Coast Guard officer stationed in Portsmouth, VA, and earned his MPA at the University of Charleston. Rhonda Myers received her MBA from Kent State, and spent some time working with the Office of Student Affairs. I am also pleased to report that we have received applications from several very promising students for admission in the upcoming Spring and Fall.

Finally, this is as much your program as it is ours. I welcome any suggestions you might have to make the program better and more accommodating to you and your fellow students. If you have any ideas, questions, or comments, please feel free to contact me at jcmorris@osu.edu, or 757.683.3961. I look forward to serving you as your GPD!

One suggestion might be to include the course number in the subject line so that faculty can quickly identify student email. Second, please do not expect to get advising through email contact only as this can become a cumbersome process that results in an unsatisfactory outcome. A great practice is to use email to send the faculty member your list of questions or discussion items, along with a phone number and some suggested times for a phone conference. This allows for an interactive discussion that can quickly resolve any issues or questions that may arise. You may also schedule an appointment for advising by calling 683-3961.

Third, if you need information regarding textbooks prior to the start of class, it is best to look up this information on line at the bookstore. This can be done by going to the bookstore link at www.odubkstr.com and choosing “books” and then “textbooks.” You can then fill out the course information and the list of textbooks will be made available to you.

I hope these tips will be helpful in serving your needs well. Again, I thank you for your support as the department continues its transition. I look forward to another year of growth and development for our department, and hope for that each of you will continue to grow and prosper in your learning, in your career and in your personal endeavors.
Master of Urban Studies Director’s Message
Dr. Leonard Ruchelman

Recognizing that we live in an age of specialization, the Master of Urban Studies Program strives to link highly specialized public service components to the needs of the broader community. As society becomes more complex, there is the growing need for public service administrators and planners to function as generalists in addition to performing as specialists. In this way public service systems can be made to work better. This is especially important for our cities where there are many problems and where public programs—federal, state, and local—are often duplicative or in conflict. This is the underlying rationale to the MUS degree, and students who graduate with this degree are expected to provide valuable counter-balance to the general trend of “stove-pipe” government.

In addition to his duties as the Director of Urban Studies, Dr. Ruchelman also teaches the Public Administration Capstone Course, Urban Theory, and Policy Analysis.

Message from the Director of the Center for Real Estate and Economic Development
Dr. John Lombard

The Old Dominion University E. V. Williams Center for Real Estate and Economic Development (CREED) is an epicenter of events engrossed in the mission of providing information and resources for the Hampton Roads real estate and economic development communities in order to improve the regional economy through job creation and investment. In keeping with this goal, CREED is bustling with several events in the upcoming months:

The Market Report and Presentations are now available for download at: http://www.odu.edu/bpa/creed/downloads.htm. The next Hampton Roads Real Estate Market Review and Forecast is coming up again early in the approaching new year! It will be held on Wednesday, February 28, 2007 at the Ted Constant Convocation Center.
### Three-Year Course Matrix

Minimum Guaranteed Core and Capstone Offerings — Additional Selections May Be Offered. Electives are not included.

<table>
<thead>
<tr>
<th>Course &amp; Title</th>
<th>Spring 07</th>
<th>Fall 07</th>
<th>Spring 08</th>
<th>Fall 08</th>
<th>Spring 09</th>
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<tr>
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<td>PADM 652 – Adm. Theory II</td>
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<td>P/C</td>
<td>VB/C</td>
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### Old Core MPA Curriculum Course Offerings

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<td>PADM 655 – Theories of Public Administration</td>
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<td>PADM 720 – Public Personnel Administration</td>
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## Spring 2007 Schedule of Classes

*Core Course* 800 level courses are for Ph.D. students only

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<tr>
<th>MONDAY</th>
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<th>WEDNESDAY</th>
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<th>NONSCHEDULED</th>
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<td><strong>GIBSON</strong></td>
<td>PADM 723 Ethics in P.A. 26613</td>
<td>PADM 651 Adm. Theory I C 23901</td>
<td>PADM 651 A Adm. Theory I Attack 26616</td>
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<td>PADM 652 Adm. Theory II C 27321</td>
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<td>PADM 753/URBN 607 Research Meth for P.A. P 23902/23899</td>
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<td><strong>LEAVITT</strong></td>
<td></td>
<td>PADM 730/PAUP 830 Theories of Conflict Resol P 26614/30900</td>
<td>PADM 745/PAUP 845 Managing Development &amp; Change in Public Organis. C 23903/30901</td>
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<td>PADM 668 Internship # 22857</td>
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<td><strong>LOMBARD</strong></td>
<td>PADM 714 Privatization VB 26612</td>
<td>PADM 655 Theories of Public Organizations C 23905</td>
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<td>URBN 899, Dissertation 1 # 28462</td>
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<td><strong>MENGISTU</strong></td>
<td>PADM 410 Digital Government C 1048 26608</td>
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<td>URBN 698, Directed Research # 20540</td>
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<td>PADM/URBN 701 Policy Analysis &amp; Eval VB 26615/30766</td>
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<td><strong>CHAPMAN</strong></td>
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<td>URBN 634 Regional Planning P 27326</td>
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<td><strong>ADJUNCT #6</strong></td>
<td>PADM 696/URBN696 Virtual Business, Govt. &amp; Society NVHEC 28614/</td>
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<td><strong>POULIN</strong></td>
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<td><strong>ADJUNCT #7</strong></td>
<td>PADM 695/URBN 696 Adv Topics: Strategic Mgt. In Public and Private Sectors Virtual Course 8 – 11 a.m. 28618/30125</td>
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## Summer 2007 Schedule of Classes

* Core Course  800 level courses are for Ph.D. students only

### SESSION 1 (May 7 – June 24 - 7 weeks)

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<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRI</th>
<th>SATURDAY &amp; NON-SCHED. COURSES</th>
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<tr>
<td>LEAVITT</td>
<td>PADM 746 Capstone Seminar P 5:45p-8:25 33788</td>
<td>PADM 720 Public Personnel Administration VB 5:45p-8:25 33789/33855</td>
<td>PADM 746 Capstone Seminar P 5:45p-8:25 33788</td>
<td>PADM 720 Public Personnel Administration VB 5:45p-8:25 33789/33855</td>
<td>PAUP 868 Intern 31535 PAUP 898 Dir Res 31536 PAUP 899 (1) Dissert 31537 PAUP 899 (3) &quot; 31538 PAUP 899 (6) &quot; 31539 PAUP 899 (9) &quot; 31540</td>
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<td>MORRIS</td>
<td>PAUP 890 Dissertation Seminar (15 weeks)</td>
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<td>PAUP 668 Intern 30381 PAUP 696 Dir Rdg 30382 PAUP 698 Dir Res 30383</td>
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<td>MENGISTU</td>
<td>PADM 734/PAUP 834 Negotiation and Dispute Resolution P 5:45p-8:25 31508/31509</td>
<td>PADM 734/PAUP 834 Negotiation and Dispute Resolution P 5:45p-8:25 31508/31509</td>
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<td>ADJUNCT #1</td>
<td>PADM/URBN 704 Program Evaluation C 5:45p-8:25 33791/33893</td>
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### SESSION 5 (June 25 – August 12 - 7 weeks)

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**Dates to Remember**

**Fall 2006 Semester**

**November**

13-17 Spring 2007 pre-registration for currently enrolled degree-seeking students (Mon-Fri)

18 Spring 2007 open registration begins for all (non-degree seeking & new) students (Sat)

21 Last Day to withdraw from Fall Session 3 classes without instructor’s signature (grade “W” assigned) (Tues)

22-26 Thanksgiving Holiday – no classes (Wed-Sun)

30 Deadline for Master’s and Ph.D. candidates applications for May 2007 graduation (Thurs)

**December**

8 Fall classes begin (Fri)

9 Exams begin (Sat)

16 Exams end (Sat)

17 Fall 2006 Commencement (Sun)

**January**

4 TUTION DEADLINE (Thurs)

6 Spring 2007 classes begin, Sessions 1 and 2 (Sat)

8 Deadline to apply for in-state tuition rates for Spring 2007 (Mon)

12 Deadline to DROP classes with no grade or financial penalty (Fri)

**Spring 2007 Semester**

**January**

12 Deadline to DROP classes with no grade or financial penalty (Fri)

13 Beginning of period to withdraw with grade “W” for Session 1 and 2 classes (Sat)

13-15 Martin Luther King Holiday – No classes (Sat-Mon)

16 Last day to register or ADD a course (Tues)

16 Last day to designate a course for audit or pass/fail credit or exercise any other grade option (Tues)

18 Last day to withdraw and receive half tuition refund or credit (Fri)

**February**

2 Last day to withdraw from Session 2 classes (Fri)

27 Session 2 classes end (Tues)

28 Session 3 classes begin (Wed)

**Deadline for Master’s and Ph.D. candidate applications for Aug 2007 graduation (Wed)**

**March**

5-10 Spring Break – No classes (Mon – Sat)

13 Last day to withdraw from Session 1 classes (Tues)

29 Last day to withdraw from Session 3 classes (Thurs)

**April**

8 Easter – No Classes (Sun)

9-13 Summer and Fall 2007 pre-registration for currently enrolled degree-seeking students (Mon-Fri)

14 Summer and Fall 2007 open registration begins for all (non-degree seeking & new) students (Sat)

24 Classes end (Tues)

25 Reading Day (Wed)

26 Exams begin (Thurs)

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This summer, the Career Management Center sadly said goodbye to Judy White, the CMC Liaison for the College of Business and Public Administration. She was replaced by Penny Craig Pickel who, since July, has been providing career related services to all graduate students in the College. Penny previously worked at Old Dominion University for 17 years until she left in 2000 to raise a family. She holds a B.S. in Business Administration with a major in Management and a Masters of Business Administration, both received from Old Dominion University. Her prior service of 17 years included work in Student Employment as well as Career Management. Penny helped to create the original CMC Satellite office in Constant Hall BEFORE its renovation. She also worked to implement the Career Advantage Program in the College beginning in 1995. Penny’s office is housed within the College of Business and Public Administration Undergraduate Advising office located in 1011 Constant Hall. She can be reached by phone at (757) 683-5777 or by email at pcraigpi@odu.edu.
The American Society for 
Public Administration (ASPA) has provided 
over 60 years of professional col-
laboration among academics 
and practitioners in the field of 
public administration by publish-
ing scholarly journals, hosting re-
gional and national conferences, 
and orchestrating electronic 
communications to assist in the 
advancement of public admini-
stration education, theory and 
research. There are many advan-
tages to joining the association 
and we strongly encourage you 
to visit their website at www. 
aspanet.org for details.

The Hampton Roads Chapter of 
the American Society for Public 
Administration serves the sixteen 
counties and cities of Southeast-
ern 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.aspahr. 
org.

ASPA encourages outstanding 
performances from all of us in 
public service. Each year the 
Hampton Roads Chapter likes to 
recognize both current and fu-
ture public servants who have 
made outstanding achievements. 
Each spring we hold a luncheon 
to recognize these people. 
Awards are given to two top 
practitioners and one in the field 
of higher education as well as a 
scholarship to a student of public 
administration.

The awards for Outstanding Ad-
ministrators are taken from nomi-
nations submitted by their fellow 
public servants. A form, provided 
on the chapter’s website, must 
be submitted. A committee then 
evaluates these nominations and 
selects a recipient for each 
award.

There are three awards for out-
standing administrator. Two 
awards are named for past re-
gional administrators who exem-
plified outstanding service. The 
first is the George Robert House, 
Jr. Award for Outstanding Ser-
vice. This award is given to an 
outstanding public administrator 
under the age of 35. Eligible 
nominees include Youth Volun-
teers, as well as full-time employ-
ees in Public Administration. The 
second is the Julian F. Hirst 
Award for Outstanding Service. 
This award is given to an out-
standing public administrator age 
of 35 and up. The third award is 
the Dr. Wolfgang Pindur Award 
for Distinguished Service in Aca-
demia and Practice is given to an 
outstanding public administrator 
in the field of higher education.

The Hampton Roads Chapter 
also likes to recognize a student 
in public administration with a 
scholarship to assist him or her in 
their studies. The scholarship also 
requires a completed form to be 
sent to the committee for evalua-
tion and selection. Scholarships 
rangefrom $500 to $1,000. In 
addition, we will recognize the 
year’s Pi Alpha Alpha members.

Please go to the chapter website 
for more information about the 
luncheon as well as other helpful 
information about the associa-
tion. You will find links to the 
nomination form for the Hirst 
and House awards, and the 
nomination form for the Pindur 
and student scholarship awards.
As most (or all of you) know, Dr. Morris is now the Program Director for the PhD program in Public Ad-
ministration & Urban Policy; our former director, Dr. Mengistu, recently became the Depart-
ment Chair. In early September, Dr. Morris had an open and very well attended "Meeting of the Minds" lunch time session with current students. There was a lot of good, positive discussion on the current program and Dr. Morris received a lot of great feedback. The session was ap-
preciated by all and was well at-
tended. Many thanks to Rhonda Myers (a new PhD student) for setting this up!

So far this Fall, we've had three lively prospectus defenses (Sam Adams, Angela Cyrus, and, ummmmm, yours truly). In the near future, there will be several others and I would highly advise everyone to make an effort to attend these discussions. For example, I started going to dis-
sertation defenses as a PhD "freshman" during my first se-
mester; you really need to see what it's like. Once you go to a few defenses, you'll see that the process is not (or may not be) as intimidating as you would first think. You will be there one of these days.

A few reminders:

1. Please attempt to go to the Dean's Re-
search Seminars http://bpa.odu.edu/bpa/
news_events/deans_seminar/. They are
scheduled on Fridays and, while not every
presentation may be applicable to PAUP
topic areas, the basic research discussion is
generally very interesting and certainly
useful in your academic pursuits.

2. The CBPA also has an Executive-in-
Residence series that has excellent speak-
ers. For example, Regina Williams, Norfolk
City Manager, was the speaker in Septem-
ber. Ms. Williams presented at one of the
largest(!) groups that has ever been present
in the series. For more information about
this year's series, please see the brochure
at http://bpa.odu.edu/

Kudos to:

Suzanne Wood for a successful defense. We wish
Dr. Wood a successful career in the great tradition of
teaching.

Our hats off also for Mike Hawkins for a success-
fully dissertation defense. Mike will be graduating
during the May 2007 commencement.

MPA 2002 grad Vicki R. Williams, who has been
appointed Vice President of the Hampton Military
History Foundation. The primary purpose of the
foundation is to preserve and promote community
awareness, recognition and appreciation of the mili-
tary heritage of the City of Hampton, Virginia, the
contributions of military installations to Hampton,
and the contributions of Hampton residents to our
government’s uniformed services.

Jerene Watson who has taken the post of Assistant
Town Manager of Oro Valley. Oro Valley is just
north of Tucson, Arizona and has approx. 40,000
residents. Jerene graduated from the ODU MPA
program in the 1990’s and formally served as Direc-
tor of Goodyear Community Services Agency in
Arizona.

Carla Brittle who graduated from the MPA program
in 1999, has been named by Inside Business Maga-
zine as one of the “Top Forty Under 40.” This is a
list for the Hampton Roads area’s top young busi-
ness professionals. Carla serves as the Management
and Resource Administrator for James City
County’s Parks and Recreation Department.
Old Dominion University is an independent, state assisted university. Founded in 1930, the University has grown to educate more than 18,500 students. The Graduate Center for Urban Studies and Public Administration is housed in the College of Business and Public Administration. The College of Business and Public Administration is one of 315 schools in the United States and Canada accredited at both the undergraduate and graduate levels by the American Assembly of Collegiate Schools of Business.

The Department of Urban Studies and Public Administration offers three degree programs, the Master of Public Administration (M.P.A), the Master of Urban Studies (M.U.S.), and a Ph.D. in Public Management and Urban Policy.

Graduate Courses are offered in the evening, and weekends, to permit full-time and part-time students to pursue graduate degrees.

For further information please go to our website at http://bpa.odu.edu/uspa/index.shtml for information about the USPA Program, and links to the ODU Graduate Application. You may also contact Marjorie Wills, USPA Program Manager, at 757-683-3961 or at mwills@odu.edu.

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.