Greetings and welcome to the Spring 2012 semester! I encourage you to read this newsletter thoroughly so that you can be well informed of the events and activities planned this semester.

We are pleased to welcome our newest faculty member, Dr. Meagan Jordan, who will be joining our department this summer. Dr. Jordan comes to us from the University of Arkansas at Little Rock, and she specializes in public finance, ethics, strategic planning, and economic development. I encourage you to read more about Dr. Jordan on Page 3, and to read more about her upcoming courses on Page 8. And don’t forget to stop by the USPA office to welcome her to ODU and to Norfolk!

I also want to direct your attention to the productivity of our doctoral students. Please see Page 6 for a list of publications authored or coauthored by our students—you will be impressed!

If you ever have any questions, suggestions, or comments, please feel free to email me; and if you’re on campus, by all means please stop by and say hello!

Best Wishes,

John Lombard, PhD

jlombard@odu.edu
Message from the PhD Program Director:

Well, it’s that time of the semester again. That’s right, comprehensive exams are in full swing! The comprehensive exams are a time of significant stress and worry; it’s a big step in the training of a Ph.D. student. However, with good preparation, the exams can be much less stressful, and much more rewarding. Let’s take a look at the most common mistakes students make in their preparation process.

One of the most common mistakes students make is to start serious preparation much too late in the process. If you wait until a couple of months before the exam time to begin your preparation, not only will you be heavily stressed, you are unlikely to perform well on the exams. Ph.D. exams are truly comprehensive, and there are a tremendous number of ideas, theories, and associated literature to assimilate for the exam. There is no “best” time to start, but a preparation period of several months is not unreasonable.

The second mistake many students make is to assume that the only material on which they will be tested is the material covered in their courses. The syllabus for any Ph.D.-level course is merely a starting point—it is impossible to cover all the literature for a topic in a single 15-week course. As a result, your professors must make decisions about what to cover in a course, but their choices always represent only a small portion of the available literature on a topic. They often choose readings and topics they think best represents the range of possible literature, but the choices are always tradeoffs, and two professors teaching the same course may well choose completely different readings. The moral here is that you must “read beyond the syllabus.”

The third mistake students often make is to not take advantage of their faculty when preparing for comps. It is likely that you will not have taken classes with every faculty member in the department, but all of the faculty are involved in writing and evaluating the exams. There is no substitute for one-on-one time with each member of the faculty as you prepare. Don’t worry if you’ve never met a faculty member; take the opportunity to meet someone new, and to learn a little about their ideas and research—that information may come in very handy when you’re looking to form a dissertation committee!

Finally, while study habits vary significantly from person to person, there is much to be said for preparing for comprehensives with others. Working cooperatively with others allows you to share resources, ideas, notes, etc. You may find you can learn as much from your peers as you can from the faculty!

As part of an effort to increase the Dean’s support of student travel in our department, we are creating a process to track student participation in conferences, as well as success in scholarly publication. Our hope is to leverage the success of our students into additional resources to support the great work you are doing. I’ll keep you updated on our progress, as well as the development of the system we’ll put in place to track this activity.

Sincerely,

John Morris, PhD
Message from the MPA Program Director:

Greetings to all MPA students and alumni! As I mentioned in the Fall Newsletter, I am serving as the Internship Coordinator so I will be advising the majority of pre-service as well as in-service MPA students. Dr. Yusuf will continue to advise students who have been assigned to her, but I will do advising for all other students. I also noted in the Fall Newsletter that I want to see every student at least once per academic year, and it is your responsibility to call the office at (757) 683-3961 to schedule an in-person or phone appointment with me. Your Advisor hold will only be removed after advising has taken place, so call before Summer and Fall registration begins if you haven’t received advising since last Spring!

Please note that the MPA Student Handbook and the Internship Guidelines can both be found on the Department’s website. Please read these important documents before advising!

Later this semester you will all be asked to complete the MPA Student Survey through Blackboard. You will be notified by ODU email when the Survey is available for completion. This survey provides the Department with important information about your preferences for class locations, class times, elective course offerings and instructional approaches. Your input is very useful to us in structuring the MPA program so that it provides you with the best possible learning experience. Please participate when the Survey is available so that your opinions can be heard.

I hope the semester is going well for all of you and that your courses are meeting your expectations!

Best Wishes,

Bill Leavitt, PhD

Meet Dr. Meagan Jordan!

Born in Little Rock, Arkansas, Dr. Meagan Jordan graduated with a B.A. in Economics from Austin College in Sherman, Texas. She returned to Arkansas and earned her Master of Public Administration from the University of Arkansas at Little Rock. Dr. Jordan graduated from the University of Kentucky with her PhD in public administration, specializing in public budgeting and financial management. Returning to Arkansas for the second time, she joined the faculty at the Institute of Government at UALR where she remained for 13 years. She has taught in the areas of public finance as well as ethics, strategic planning, and economic development. Her teaching philosophy is based on high expectations and active learning through discussion and applied assignments. Dr. Jordan is an active member of the Association for Budgeting and Financial Management where she serves on the Executive Committee and is chair of the Membership Committee.
The challenge of Waterside

WHAT TO DO with Waterside? This is the question now being posed to Norfolk’s leadership as it awaits proposals that might resolve the issue. Constructed in 1983 as a festival marketplace, Waterside has suffered considerable deterioration and is now more than half empty of tenants. Should it be demolished? Should it be redeveloped into something new? Should it be left as it is, perhaps with some minor modifications?

Coming up with the best possible plan will be challenging. Some people contend that any proposed project should be aesthetically pleasing and likely to generate sufficient revenue to be sustaining. But is it enough to submit a dressed-up plan consisting of another conference center surrounded by new hotels, as was detailed last week in The Virginian-Pilot? What confidence does this give of success? In this light, we must consider appropriate criteria for judging proposals.

Of some relevance here is Jane Jacobs’ book, “The Death and Life of Great American Cities.” Since its publication in 1961, her book has become the standard against which all endeavors in the field of urban planning are measured. The basic problem, she explains, is that orthodox urban planning has tended to ignore how cities actually work from the street level up. Most important is the need to design city districts so that they comprise a diversity of uses with a mix of different functions and activities.

According to Jacobs, primary functions can include hotels and convention centers to promote tourism, but of greater value are more durable uses such as residential, cultural, retail, educational, or civic. Even small mom-and-pop establishments that feed off these larger functions play a role.

To generate diversity, a city district, and many of its internal parts, must serve more than one primary function and preferably multiple functions.

The Virginian-Pilot
Sunday, January 22, 2012
Save the Date: MPAA Alumni Mixer!

**WHAT:** Master of Public Administration Association Alumni Mixer

**WHEN:** March 30, 2012
6pm-8pm

**WHERE:** Kornblau Alumni Center
4901 Hampton Blvd
Norfolk, VA 23529
Free parking in lots 8, 9, and in visitors’ lot.

**RSVP:** Please RSVP to Brittni McCrimmon at bmccr009@odu.edu by March 14th. Please include number of guests.

Join us for our Spring 2012 mixer as we celebrate the close of another successful year! This will be a time for MPA students, PhD students, faculty, and alumni to come together to network, relax, and acknowledge the achievements of our department.

This event is sponsored by the USPA Department and the ODU Alumni Association. Refreshments will be served.

Attire: Business Casual

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ODU Presents
This event is part of the White House Interfaith and Community Service Campus Challenge: Advancing Interfaith Cooperation and Community Service in Higher Education

Lectures are free and open to the public.
Seating is limited. Guests are encouraged to RSVP to (757) 683-3116 or www.odu.edu/oap/unevents (event code RPL12)
Current USPA Student Research Productivity


Our Reason to Relay

Faculty, staff, students, and supporters of ODU's Department of Urban Studies and Public Administration (USPA) are Monarchs Making a Difference by teaming up to participate in the American Cancer Society's Relay For Life.

We are walking and raising funds in honor of Gordon Spencer and Dr. William Leavitt. Mr. Spencer (father of Megan Jones and Kyllie Brinkley) lost his battle with cancer in December 2011 and we are walking in his memory and in support of our wonderful colleagues Megan Jones and Kyllie Brinkley. We are also walking in support of Dr. Leavitt as a cancer survivor.

At the event, our team will camp out overnight and take turns walking around the track to raise money and awareness to help the American Cancer Society create a world with less cancer and more birthdays.

Saving lives from cancer starts one team, one participant, and one dollar at a time. Our team is doing our part to make sure that cancer never steals another year of anyone's life.

Please join our team or make a donation at: http://main.acsevents.org/site/TR?team_id=1091269&pg=team&fr_id=41412

The impact we can make together is much greater than what any of us could do alone!

Monarchs Making a Difference

EVENT DETAILS:

WHAT: 2012 Relay For Life

WHEN: April 13, 2012
7pm - 6am

WHERE: Old Dominion University
Webb Center
New County Manager, MPA Student, Named In Rockingham County
(Condensed from WFMY News 2)

Wentworth, NC-- There is a new man in charge in one Triad County and he may be a familiar face to some.

The Rockingham County Board of Commissioners appointed Lance L. Metzler as new county manager; he is currently the county manager in Montgomery County.

Metzler’s qualifications to serve as the chief executive officer of Rockingham County Government include many years of professional experiences, visionary leadership, and governmental innovations.

Since 2005, as county manager for the County of Montgomery, some of his top accomplishments are the following: the first Strategic Plan for the County; the first official Capital Improvement Plan; a team approach for operations and long-term planning; and a pro-active approach to growth and customer service in a diverse community. He served as county administrator/manager for the County of Northampton, VA, between 2000 and 2005. Some of the milestone accomplishments included: first Sustainable Technology Industrial Park in the nation; a new County facility to house County services; collaborative efforts for regionalism to address housing, water and sewer needs; aggressive Land Use Plans; and Distinguished Budget Awards.

As town manager for the Town of West Point, VA, from 1997 to 2000, his accomplishments included hiring and developing qualified department heads with teamwork philosophy; an industrial park; a Farmer's Market; a Bikeway and Scenic Vista; a historical walking tour; a police department; an Emergency Operation Program; and Wastewater Treatment and Airport service development through regional efforts. Metzler also worked for the Town of Kingstree, SC, and the Town of Troy, NC. He has been featured in numerous governmental magazines, publications, and productions; is a credentialed International City/County Manager's Association (ICMA) Manager; and is actively involved with city/county governmental associations. In addition, he was charter president of the West Point Rotary Club, a member of Seven Lakes Baptist Church, and a Pi Kappa Phi Alumni. Metzler has an undergraduate degree in Urban/Regional Planning at East Carolina University and is currently completing a master’s in Public Administration from Old Dominion University. He has done graduate work at Virginia Tech along with UNC-Chapel Hill's Public Executive Leadership Academy (PELA), and the University of Virginia's Senior Executive Institute (SEI).
Strategic Planning
PA 695 (Fall 2012)

Strategic planning is a disciplined and intentional effort to develop and state the identity and purpose of an organization or program and, subsequently, link decisions regarding goals, objectives, and activities to that identity. In other words, strategic planning creates mission-based decision-making. Therefore, strategic planning is a management and leadership tool. The objective of this course is to provide concepts, procedures, and tools designed to assist public and nonprofit leaders in creating and implementing strategic planning and strategic management.

Transportation (Highway) Policy & Planning Course
(With Dr. Yusuf)

This is a seminar course that discusses key topics relevant to surface transportation policy and planning, and highways and roads in particular. The course provides a non-technical overview of important issues critical to transportation policy and planning at the current crossroads that emerge due to (1) aging of the infrastructure, (2) deliberations on the next federal transportation legislation, (3) devolution of transportation decision making to lower levels of government, (4) challenges in generating revenues and paying for transportation, and (5) changing citizen demands for transportation. The course will address the following topics: actors and their roles; public involvement in transportation planning; transportation and highway finance (fuel taxes, tolls and user charges, debt financing); innovative finance and the future of highway finance; public-private partnerships; and planning and environmental issues.

Two Upcoming Courses
With Dr. Jordan:

Ethics
PADM 723 / PAUP 823
(Summer 2012)

The purpose of this course is to discuss the importance of ethics and ethical decision making in the public sector environment and explore the strategies for managing and creating an ethical climate. Upon completion of this course, students will have knowledge of ethics theories and the role of ethics in decision making, management, and leadership. Students should have an increased awareness of ethical dilemmas and their consequences to individuals, organizational culture and productivity, and the public. Students will also develop basic skills needed to analyze their environment for establishing and maintaining an ethical climate. Students should also gain the ability to provide leadership, strategies, and techniques for problem solving and addressing ethical dilemmas.
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<th>SESSION 1</th>
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<td>PADM 695 Social Marketing Campus Constant Hall 1005 6:00 – 9:15 PM 32609</td>
<td>PADM 720 PAUP 820 Public Personnel Administration VBHEC 6:00 – 9:30 PM 32611/34012</td>
<td>PADM 695 Social Marketing Campus Constant Hall 1005 6:00 – 9:15 PM 32609</td>
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<td>PADM 734 PAUP 834 Negotiation &amp; Dispute Resolution Campus Constant Hall 2134 6:00 – 9:30 PM 32612/34011</td>
<td>PADM 745 Managing Development &amp; Change in Public Organizations PHEC 6:00 – 9:15 PM 32616</td>
<td>PADM 734 PAUP 834 Negotiation &amp; Dispute Resolution Campus Constant Hall 2134 6:00 – 9:30 PM 32612/34011</td>
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<td>SESSION 3</td>
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<td>May 14 – August 9</td>
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(Continued on Page 11)
# USPA Course Offerings – SUMMER 2012 (Continued)
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<td>JENKINS</td>
<td>PADM 724 Administration of Human Services VBHEC 6:00 – 9:15 PM 32617</td>
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<td>JORDAN</td>
<td>PADM 723 PAUP 823 Ethics Campus Constant Hall 1043 6:00 – 9:30 PM 34136/34163</td>
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## USPA Course Offerings – FALL 2012

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| CHAPMAN| PADM 651 Administrative Theory I  
PHEC 26939 | PADM 651 Administrative Theory I  
Campus Constant Hall 1043  
21588 |                               |                                 |
|        |                               |                               | PADM 726 Intro Public Procurement  
Campus Constant Hall 1042  
26941 | PADM 731 Public Sector Procurement Law & Ethics  
Campus OCNPS 204  
29187 |
| GORDON |                               |                               |                               | PADM 693 Strategic Planning  
Campus Constant Hall 1042  
26940 | PADM 671 Public Budgeting & Financial Management  
Campus Constant Hall 1043  
26943 |
| JORDAN | PADM 746 Capstone Seminar  
VBHEC 26944 |                               | PADM 733 Research Methods for Public Administration  
Campus Constant Hall 1043  
26952 | PAUP 853 Research & Evaluation Design  
Campus Constant Hall 2086  
20628 |
| LEAVITT|                               |                               | PADM 652 Administrative Theory II  
VBHEC 21587 | PADM 740 Theories of Conflict Resolution & Problem Solving  
PHEC 26946 |
| LOMBARD| PADM 746 Capstone Seminar  
VBHEC 26944 |                               | PADM 733 Research Methods for Public Administration  
Campus Constant Hall 1043  
26952 | PAUP 853 Research & Evaluation Design  
Campus Constant Hall 2086  
20628 |
|        |                               |                               |                               |                                 |
| MENGISTU|                               | PADM 717 Financial Management & Fundraising of Non-Profit Organizations  
Campus Constant Hall 1042  
26949 | PAUP 808 Administrative Theory & Behavior  
Campus Constant Hall 2086  
26947 |                                 |
|        | PAUP 811 Multi-Sector Partnerships for Public Service  
Campus Constant Hall 1043  
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26948 | PAUP 811 Multi-Sector Partnerships for Public Service  
Campus Constant Hall 1043  
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26948 |                                 |
| MORRIS | PAUP 808 Administrative Theory & Behavior  
Campus Constant Hall 2086  
26947 | PAUP 801 Public Policy Analysis  
Campus Constant Hall 2086  
26950 | PAUP 812 Policy Formulation Implementation  
Campus Constant Hall 2086  
19812 |
|        | PAUP 811 Multi-Sector Partnerships for Public Service  
Campus Constant Hall 1043  
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26948 | PAUP 811 Multi-Sector Partnerships for Public Service  
Campus Constant Hall 1043  
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26948 |                                 |
| STEVENS| PADM 717 Financial Management & Fundraising of Non-Profit Organizations  
Campus Constant Hall 1042  
26949 | PAUP 801 Public Policy Analysis  
Campus Constant Hall 2086  
26950 | PAUP 812 Policy Formulation Implementation  
Campus Constant Hall 2086  
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|        | PAUP 811 Multi-Sector Partnerships for Public Service  
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26948 | PAUP 811 Multi-Sector Partnerships for Public Service  
Campus Constant Hall 1043  
11:00 – 12:15 PM  
26948 |                                 |
| YUSUF  | PADM Elective VBHEC 26954 | PADM Elective VBHEC 26954 | PADM 701 Public Policy Analysis & Evaluation  
PHEC 26446 |                                 |
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| STAFF  |                               |                               |                                 |                                 |
|        |                               |                               |                                 |                                 |
| MCDOWELL| PADM 733 Legal & Ethical Foundations of Public Administration  
PHEC 21592 |                               |                                 |                                 |

*(Continued on Page 13)*
### USPA Course Offerings – FALL 2012 (Continued)
*(subject to change)*

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**FEATURED SPEAKERS:**

- **Capital Markets & Real Estate Finance Review**
  Victor L. Pickett  
  Senior Vice President, Regional Manager  
  Grandbridge Real Estate Capital LLC

- **Industrial Market Review**
  William C. Throne, SIOR, CCIM, ALC  
  Vice President  
  Cushman & Wakefield/Thalhimer

- **Multi-Family Market Review**
  Dwight D. Dunton III  
  President and Founder  
  Bonaventure Realty Group, LLC

- **Office Market Review**
  Maureen G. Rooks  
  Vice President  
  Jones Lang LaSalle

- **Residential Market Review**
  J. Van Rose, Jr., MIRM  
  President, Rose and Womble Realty Co.

- **Retail Market Review**
  David Machupa  
  Retail Services Group  
  Cushman & Wakefield/Thalhimer

For more information, contact Kyllie Brinkley at (757) 683-5352, or kbrinkle@odu.edu.
Internship Advice From Abroad

Having spent the Summer and early Fall of 2011 in an internship with Operation Smile, I was given the opportunity and honor of going to Kenya. I spent two and a half weeks in Nyeri, Kenya doing administrative work as well as teaching English to children in two hospital wards of the Provincial Government Hospital for the Western Region of Kenya. This internship has easily become my favorite “required course” for pre-service students and I strongly encourage PADM students to seek out atypical internship opportunities.

If I were to give a suggestion or two to any PADM students seeking international-based internships, there are two very crucial things that come to mind. Primarily, remember what you were taught about public sector workings. In Kenya specifically, people take “public” v. “private” very seriously. Either the government owns something or a private corporation owns something and either way there is only one way to do something. Minding the rules, regulations and traditions of a government entity is very important when you are abroad. I distinctly remember trying to skip “tea time” in order to work in the ward longer only to be informed that everyone takes tea and no work is to be done. Secondly, I advise PADM travelers to always be prepared. My luggage went missing for 7 days, so the only clothes I had were the sweats in my backpack and the clothes I wore off the plane in Nairobi. Nothing pays off more than proper planning, and representing our University pays off more than one might think.

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Tiffany Sullivan, MPA Student