Public and Nonprofit Management Program Head Message:

On behalf of the Public & Nonprofit Management faculty and staff, I welcome you to our recently resurrected newsletter. The past school year was busy, productive, and full of changes. The newsletter highlights only a few events over the past year. Next year will be just as busy as we conduct our self-study for the MPA program’s reaccreditation.

Dr. Meghna Sabharwal and Dr. Young-Joo Lee were notified of their promotions to associate professors with tenure. I also was notified of my promotion to professor. Ji Han Lee who graduated in May received a dissertation enhancement award from the American Society for Public Administration’s Section of Personnel and Labor Relation. Our graduates and alumni continue to hold significant positions in their careers and the community. As you will notice in the following pages we spotlight several of our graduates, students, and faculty members.

We are excited to include a link to our Texas Connects online listing of current grant opportunities and RFPs as a service to nonprofit and public agencies in the region.

As of June 1, 2015 we changed our administrative name to Public & Nonprofit Management and once again became a stand alone program in the School of Economic, Political, and Policy Sciences. I was appointed as the new program head. The change also allowed us to update our program name to better reflect what we are doing as a program. Your degree names will not change.

In November, we began holding biannual advisory board meetings. The board met in November and again in April to discuss various topics related to our programs and curricula. We are excited by this opportunity for valuable feedback from our stakeholders. If you have an interest in serving on the advisory board please let me know.

Finally, we are in the process of updating our website where you will find pages highlighting our programs, faculty, staff, alumni, and advisory board members. Please let us know of your accomplishments, internship opportunities, jobs, and other important events.

Doug Goodman, Ph.D.
Professor and Head
Public and Nonprofit Management Program
doug.goodman@utdallas.edu
Trudy Lewis
District Director
Congresswoman Eddie Bernice Johnson
District 30, Texas

Mrs. Trudy Lewis, a Master of Public Affairs alumnus, was selected as a new District Director, by Congresswoman Eddie Bernice Johnson, effective April 1st, 2015. She possessed a decade of municipal working experience and served as the City Manager of Glenn Heights.

Mrs. Lewis has a Bachelor of Arts Degree in Political Science from Spelman College in Atlanta, GA, a Master of Public Affairs Degree, with a concentration in Public Management, and a Certificate of Non-profit Management from The University of Texas at Dallas.

Mrs. Lewis began her career as a budget intern at the City of Irving during her third semester of the master program. She worked at the City of Arlington and the City of Irving with progressive roles and remained a local government employee, eventually becoming a City Manager. At the time of her appointment as City Manager of Glenn Heights, she was only the 4th black female and the youngest to ever be selected as a City Manager in Texas.

“I credit my success in the field to the strong quantitative skills required for the UTD MPA program as well as the practical application of theory through internships, open dialogue/discussion with fellow students, public sector case scenarios for debate, and diversity of thought in my professors. I went from being an entry-level graduate student with no previous government experience to a City Manager in 10 years,” she said.

When being ask for her advice to prospect students in public affairs, she said, “I encourage all prospective and current students to ask themselves if they are prepared for the next big thing that may come their way. You cannot determine every opportunity before it presents itself but you can be prepared when it comes. If the answer to that question is anything but a resounding yes, get back in the workshop and develop yourself.”
Public Affairs graduate was named to the 2015 Dallas Business Journal 40 under 40 lists.

Public Affairs graduate, Archie D. Nettles, Jr. was named to the 2015 Dallas Business Journal 40 under 40 lists. This list highlights young professionals who are making an impact in North Texas area within their careers and the community. In this year, the program received 521 submissions, only 40 individuals achieved the recognition of being honored as a "40 Under 40" talented young professional who stood out in their community.

Mr. Archie Dean Nettles Jr. a native of Beaumont, TX joined the United States Army at the age of 18 and served 8 years in Active Duty and Reserve. While in the Army, he obtained the rank of Sergeant and served in Operation Enduring Freedom Military Campaign in Afghanistan. This was a life changing experience because it taught him about the importance of discipline, commitment, and attention to detail which are skills needed when pursuing and attending college. After his career in the Army, he slowly transitioned to civilian life and moved to Dallas, TX where he completed his undergraduate degree at The University of Texas at Dallas.

In 2013, Mr. Archie started working as Admission Counselor at The University of Texas at Dallas. In November 2014, he was promoted to Veteran Liaison at the Veteran Services Center at The University of Texas at Dallas. He is responsible for advising student veterans and connect them to campus and community resources, as well as understanding and interpreting the needs of student veterans to faculty and administration officials.

Mr. Archie also starts his Master of Arts in Political Science –Legislative Studies degree in the Fall.

Nonprofit Consulting

Mr. Chris Packard received his Bachelor and Master degrees in Public Affairs at The University of Texas at Dallas. He possesses extensive nonprofit and for-profit executive-level leadership experience, and currently works as an independent consultant for non-profit management. In the non-profit sector, Mr. Packard was Executive Director for Austin Street Center, the Dallas County Affiliate of Susan G. Komen for the Cure and Dallas White Rock Marathon. Prior to working in the nonprofit sector, he was a successful business owner, Board President for the Ronald McDonald House of Fort Worth, and President and CEO of Packard Restaurants Inc., with six McDonald’s Restaurant franchises.
Nonprofit Consultant and Grant Specialist

Ms. Laura Gorecki possesses Master of Public Affairs with an emphasis in non-profit management and BA in Interdisciplinary Studies, emphasis in Environment, Sociology, & Psychology at The University of Texas at Dallas. Ms. Gorecki has over 10 years of management and strategic planning in both for-profit/non-profit sectors.

Before joining the MPA program, Ms. Gorecki worked as Associate Vice President/Unit Manager at the Bank of America, and interned at Operation Kindness Animal Shelter and Water Department at City of Frisco. She previously got the Archer Center Graduate Fellowship in the summer of 2013 and had her foot in the door of the United Nations as a Government Affairs Intern for Environment Programme. After her graduation, Ms. Gorecki worked as a grant writer in development team at the Austin Street Center, a non-profit organization serving homeless men and women in Dallas.

Currently, Ms. Gorecki works as Non-Profit Consultant and Grant Specialist to help non-profit organizations maximize their effectiveness by finding ways to increase funding, improve overall management and strategy, and leverage key strengths.

MPA in Local Government Management

Raini Layne, a spring 2015 graduate, currently works as a Sr. Budget Analyst for the City of Plano. Ms. Layne has an extensive professional resume that highlights over 14 years’ experience in the for-profit sector and 16 years of experience in an academic environment. Additionally, she has a combined 8 years teaching and tutoring creative and expository writing, and college rhetoric, humanities, and business and accounting communication.

Ms. Layne decided to pursue the Master degree in Public Affairs due to her interest in the success of non-profit organizations as social necessities and the economic development scene in her hometown of Dallas, and why a city manages a situation or acts in certain ways. After 30 years in the work force, Ms. Layne initially started working with the City of Plano Budget & Research Department, through her MPA degree required internship. When asked why she chose the internship over coursework, she said “My motto is that we are all beginners at different stages of beginning. There are always things I don’t know and can learn from others.” As a Sr. Budget Analyst and Staff Liaison to the City of Plano Cultural Affairs Commission, Ms. Layne is primarily in charge of ensuring effective and efficient communication regarding policy and projects with internal customers, such as Legal, Internal Audit, IT, the City Manager’s Office, and various operational units, as well as external customers, such as grant recipients and event organizers.
Public & Nonprofit Management Professor Lauded for Answering Big Questions

Dr. Lee continues to receive accolades for her research published in *Public Administration Review (PAR)*. An article that she co-authored was previously rated as one of the 75 most influential articles ever published in *PAR*.

Dr. Lee's article, published in 2011, titled "More Similarities or More Difference? Comparing Public and Nonprofit Managers' Job Motivation," researched how seven motivational aspects correlate with an individual's choice to examine the career motivations in nonprofit and for-profit organizations.

"Nonprofit organizations are unique in many aspects and are different from public sector organizations. This research started from this discrepancy," she said.

The findings show that the family friendly environment and job autonomy are very important factors in nonprofit managers' decision to accept a job offer. Given the limitation in financial resources and the non-distribution constraints, nonprofit organizations can use these job attributes as a recruiting and retention tools.

Research: No Child Left Behind Study Makes Headlines

The study by James R. Harrington of The University of Texas at Dallas, Jason A. Grissom of Vanderbilt University, and Sean Nicholson-Crofty of Indiana University, titled, "Estimating the Effects of No Child Left Behind on Teachers' Work Environments and Job Attitudes," was published in *Educational Evaluation and Policy Analysis*, and covered by media outlets such as the Atlantic, Huffington Post and Washington Post. The researchers examined four waves of the Schools and Staffing Survey to better understand the impact of the No Child Left Behind Act (NCLB) on teachers' job attitudes.

This research applied the Demand-Support-Control model to assess the impact of accountability pressures of NCLB on teachers’ job satisfaction or commitment to the profession. Dr. Harrington said the study helps shed light on NCLB and its impacts — both positive and negative. Since NCLB, teachers report feeling more autonomous, more supported by school administrators, and have higher levels of job satisfaction. At the same time, teachers are working longer hours and may perceived less cooperation with fellow educators.

In the future, Dr. Harrington is interested in research on the intersection between policy and management, as well as impact of accountability programs on work attitudes and behaviors in the public sector.
Dr. Meghna Sabharwal, assistant professor of public affairs at UT Dallas, won the best paper award for an article she co-authored with Iris Geva-May of Simon Frasier University in the Journal of Public Affairs Education (JPAS). The article, entitled "Advancing Underrepresented Populations in the Public Sector: Approaches and Practices in the Instructional Pipeline," examines what these public administration (PA) programs are doing to prepare students from underrepresented populations.

The article surveyed academic heads of U.S. schools accredited by NASPAA to identify practices that facilitate the recruitment, training, and advancement of students from underrepresented populations in public affairs and related programs in the United States. According to the study, percentage of students belonging to underrepresented minorities for 2007–2009 in public administration programs is 24.4%, which is below the national average of 34% minorities; and only 20% of the programs indicated that they had hired minority faculty in 2007–2009.

Dr. Sabharwal and her co-author suggested that it is important for schools of public affairs and the like to incorporate NASPAA standards of diversity in their curricula that addressed issues related to African Americans, immigrants, and Hispanics. Moreover, schools of public affairs should develop creative approaches in advancing and allocating budgets to recruit and retain candidates from underrepresented population. Several strategies can be employed to further ensure that minority students graduate, such as (a) ensuring faculty mentoring of minority students, (b) addressing shortcomings in basic skills, (c) providing internships, and (d) offering financial assistance.
In 2014, eighteen undergraduate students, and one graduate student from UT Dallas were selected for the Archer program. The program provides students with nine credit hours, earned through coursework and internships on Capitol Hill and throughout Washington, D.C.

Dr. Donald Arbuckle, clinical professor in the Public & Nonprofit Management program, School of Economics, Political and Policy Sciences, teaches a policymaking course for the program in D.C. during the summers.

UT Dallas students got a look inside policymaking during the Archer Center’s 12-week Bill Archer Program for undergraduate and Graduate Program in Public Policy. It is a life-changing experience for public affairs and public policy students to experience the political atmosphere and working environment in nation’s capital. Students visited the Executive Building, White House, the Pentagon, as well as participated in discussion with White House Officers and meetings on Capitol Hill.

The past few years, PA PhD and MPA students have traveled to Seoul, South Korea for a week long seminars.

During the trips, PA students at UTD joined with students from University of Georgia, Rutgers University (New Jersey), and University of Sheffield (UK) in discussions on urban planning, housing, city’s budgets, social security programs, and transportation issues in Seoul. The groups had field trips to multiple places in Seoul such as the Metropolitan building, Gangnam district, Han River cruises, and historical royal temples to gain more practical understanding of public management in the Seoul metropolitan area as well as explore Korea cultural perspectives.

The study program on Government Management in Seoul, Korea class is led by Dr. Goodman and Dr. Young-Joo Lee.

PUBLIC & NONPROFIT MANAGEMENT OUTLINES:

PUBLIC & NONPROFIT MANAGEMENT PROFESSOR AND STUDENTS IN SEOUL, SOUTH KOREAN

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Public Affair PhD Graduates Won Dissertation Award

“Ji Han Lee, Public Affairs PhD Graduate, received the Second Annual Dissertation Enhancement Award presented by the Section on Personnel Administration and Labor Relations (SPALR) of the American Society for Public Administration (ASPA). His dissertation “More public oriented or more private oriented? Quasi-government employees’ public service motivation by organizational factors,” examines whether public service motivation (PSM) is associated with experiences in organizations rather than being solely personal attributes that tend to attract a person to select an organization.

This study has examined how organizational factors (i.e., goal specificity, goal difficulty, work autonomy, and organizational leadership) are related to employees’ levels of PSM in the quasi-governmental organizations. This study uses survey data on quasi-government employees in South Korea. Among organizational factors, the results indicate that job-related goal specificity, job-related goal difficulty, and transformational leadership are the three main drivers of Korean quasi-government employees’ PSM level. This study can be beneficial to the field of public service by providing better solutions to improve organizational factors as well as PSM, which are critical issues in organizations.

TEXAS CONNECTS

Texas Connects is an online listing of current federal, state, and local grants and Requests for Proposals (RFPs) hosted by the Public Affairs program at The University of Texas at Dallas.

Public Affairs faculty update and offer Texas Connects as a free service to nonprofits and public agencies. The online newsletter provides funding notices in the following areas: the arts, community development, consulting/evaluation, education, the environment, healthcare and social services.

For more information, please visit Texas Connects website at http://www.utdallas.edu/epps/public-affairs/texas-connects.html
NASPAA ACCREDITED LEARNING PROCESS

The Master of Public Affairs program at the University of Texas at Dallas is currently accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA)

NASPAA is a nonprofit organization represents the global standard in public service education. NASPAA Accreditation is the peer review quality assurance process for graduate-level, master’s degree programs in public policy, affairs, and administration for more than 35 years.

To be accredited, a program must go through multiple stages, and have to meet seven standards of NASPAA including program missions, goals, visions, faculty qualification, and program competencies. As a NASPAA requirement, the accredited program must go through reaccredited process every 7 years. Beginning in the Fall, the Public Affairs program will conduct a year-long self-study step to re-accredit the MPA program. If you are contacted for feedback, please help us out.

Phi Alpha Alpha

Pi Alpha Alpha (PAA) is the National Honor Society for Public Affairs and Administration. It recognizes outstanding graduate and undergraduate students in public administration, public policy, and public affairs. As of 2014, PAA has 162 chapters at NASPAA member schools, and is growing every year.

At The University of Texas at Dallas, students pursuing an undergraduate or graduate degree in public affairs have the opportunity to join Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration. Once accepted into Pi Alpha Alpha, members receive a certificate noting their achievements as a distinguished academic and member of a national honor society. Members also participate in a variety of lectures and workshops hosted by Pi Alpha Alpha, including writing workshops that teach skills valuable to public affairs and administration careers, as well as seminars delivered by distinguished speakers on relevant topics within the field.
PUBLIC & NONPROFIT MANAGEMENT FACULTY

Donald R. Arbuckle, Clinical Professor of Public and Nonprofit Management, PhD Advisor
Research areas: Policy analysis, presidential decision-making, administrative rulemaking.

Paul Battaglio, Associate Professor of Public and Nonprofit Management, Editor-in-Chief of Review of Public Personnel Administration
Research areas: Comparative policy and administration, public human resource management, comparative political attitudes.

Teodoro J. Benavides, Executive in Residence, Member of National Academy of Public Administration
Research areas: City management, financial management and budgeting, leadership and community planning.

Galia Cohen, Senior Lecturer and JAL Associate Director
Research areas: Human resource management, leadership, organizational behavior.

Doug Goodman, Professor of Public and Nonprofit Management, Program Head
Research areas: At-will employment, public human resource management reforms, public sector retirement benefits.

Evgenia Gorina, Assistant Professor of Public and Nonprofit Management
Research areas: government finance, public economics, policy analysis, migration and demographic change.

James Harrington, Assistant Professor of Public and Nonprofit Management

L. Douglas Kiel, Professor of Public and Nonprofit Management
Research areas: Public management, leadership, organizational change.

Young-joo Lee, Associate Professor of Public and Nonprofit Management
Research areas: Nonprofit organizations, governance, volunteerism, gender equity, human resources management.

Sarah Maxwell, Associate Professor of Public and Nonprofit Management

John McCaskill, Clinical Professor of Public and Nonprofit Management, Pi Alpha Alpha Advisor

Meghna Sabharwal, Associate Professor of Public and Nonprofit Management

Laurie Brown, Graduate Program Assistant