

DIRECTOR'S UPDATE

Larry Walters

As the academic year draws to a close, it is useful to pause and reflect on our status, our accomplishments and our future.



During the past year, the MPA program has experienced the excitement of growth and expansion. As with many MPA programs across the country, our applications and enrollments are up substantially. In addition, we have been fortunate to have three new faculty join the program that are already having an important impact on our students.

Growth in an era of contracting budgets poses a special challenge, and the MPA program is not immune to these challenges. State and university budget cuts have resulted in higher tuition and fees for students. The cuts have caused greater difficulty in maintaining and improving the level of service we would like to provide our students.

Nonetheless, it has been a good year for the program. We were able to begin a second cohort of our Northern Virginia Public Service Fellows program. This program is designed to enhance local government management. The program has been very well received and supported by the local governments in

Northern Virginia, and we appreciate their commitment.

We have also made significant strides toward improving our communication with a redesigned website, more frequent student newsletters and a new student handbook. Our newly developed tutoring bank matches advanced students and alumni with those in need of extra help with research methods and data analysis.

It has also been a good year for our students, 25 of whom were inducted into our chapter of Pi Alpha Alpha. Suzanne Nordfelt, a graduating MPA student, received the Brady Howell essay award from the Northern Virginia Chapter of ASPA. The incoming class will continue this pattern of excellence. Here is just a sampling of the many life experiences our new students bring to the program:

- GMU athletes (basketball and volleyball)
- Senior Budget Analyst for Defense Information Systems
- Chief, Recruiting Resources for US Army
- Census Bureau statistician
- FDA Consumer Safety Officer
- Labor Economist
- Program Director for VA Center for Government Studies
- Probation Officer
- Research Analyst for international travel agency

As you look through the balance of this report, I think you will agree that the MPA program is both strong and well positioned for the future.

NEW FACULTY



Peter J. Zilinskas
Assistant Professor of Environmental Science and Policy with a joint appointment in the Department of Public Administration and Policy.

Dr. Zilinskas holds a Ph.D. in environmental policy at the University of Maryland's School of Public Administration (2000). He also has master's degrees in environmental science (University of Maryland, College Park, 1998) and education (University of New York at Albany, 1994) and an undergraduate degree in engineering (Cornell College, 1971).

Before pursuing graduate studies in environmental issues, Dr. Zilinskas worked in English for more than 20 years in public schools. Since 2000, he has focused his new career on environmental policy, where he has published several books: *Engineered Marine Organisms: Environmental and Economic Risks and Benefits* (co-edited with Raymond Zilinskas, Kluwer, 1998) and *Human Genome Project and Environmental Policy: Ethical, Social, and Economic Dilemmas* (also co-edited with Raymond Zilinskas, Praeger, 2000).

More recently, he has focused his research on the intersection between environmental conservation and socioeconomic development. He has conducted research relating to this issue in several countries abroad -- in Mongolia, Honduras

versity. His dissertation was entitled *Does it pay to be green in the developing world? Participation in voluntary environmental programs and its impact on hotels' competitive advantage*. His work has been honored by the Academy of Management (2001 Best Paper award for the Organizations and the Natural Environment Division and 2001 William H. Newman Award Best Paper based on a Dissertation). Very recently, Dr. Rivera received the McDougal Prize from the Policy Studies Association for his article, "Assessing a Volunteer Initiative in the Developing World: The Costa Rican Certification for Sustainable Tourism."

His research focuses on studying the relationship between environmental policy and business strategies and the use of voluntary environmental programs as alternative instruments of environmental policy in developing countries and in the US. He teaches courses on public and environmental policy and strategic environmental management.

as cultural economics and arts policy. A co-editor of the *Journal of Arts Management, Law and Society*, he holds a doctorate in Business Administration and Economics from the Free University of Berlin, Germany.

Beside numerous books and articles in German, his publications appear in such journals as *Administration & Society*, *Nonprofit and Voluntary Sector Quarterly*, *Nonprofit Management & Leadership*, *Voluntas*, the *International Journal of Public Sector Management*, the *Journal of Arts Management, Law and Society*, the *European Journal of Cultural Policy*, and the *Journal of Cultural Economics*. Most recently, he was the co-editor and contributing author of *Private Funds, Public Purpose: Philanthropic Foundations in International Perspective* (Kluwer Academic/Plenum Publishers, 1999), and *Global Civil Society: Dimensions of the Nonprofit Sector* (Baltimore: Johns Hopkins Center of Civil Society Studies), the winner of Independent Sector's 2001 Virginia Hodgkinson Research Prize.

SPOTLIGHT ON ADJUNCT FACULTY

We are proud of the contributions our adjunct faculty make to the program. Washington DC provides a standing opportunity to draw from a superb pool of public service professionals. In this report, we focus on just more than a dozen adjunct faculty who regularly teach MPA courses.



Paul L.

Dr. Posner is the MPA Director and Managing Director of the Federal Center for Public Administration Issues and General Management. He is also the Managing Officer of the Office of Management and Enterprise Services.

He leads studies on such issues as the federal budget outlook for the federal budget, the impact of entitlements, performance measurement, and intergovernmental fiscal relationships. Dr. Posner, who holds

Pi Alpha Alpha

Some of the Pi Alpha Alpha inductees with MPA Director Larry Walters and special guest County Executive Craig Gerhardt.



importance of the process and the potential role that analysts can play, drawing on my own experience of 23 years working for the Congress.”

He has authored a number of journal articles on federalism, public budgeting and public administration, as well as a book, *The Politics of Unfunded Mandates* (1998, Georgetown University Press). One reviewer wrote about this book, “Paul Posner’s book is a pioneering quantitative and qualitative study of a hot intergovernmental topic -- federal mandates on state and local governments. ... this superb study should be read by every student of American federalism” (J. Kincaid, *Political Science Quarterly*, Summer, 1999).

Dr. Posner is also the past Chair of both the Public Budgeting and Financial Management Section and the Federalism Section of the American Society for Public Administration, and is the co-chair of the 2004 ASPA conference. He is also a Fellow and the incoming chair of the Federal Systems Panel of the National Academy of Public Administration.



Sheldon M. Edner

Dr. Edner is the Associate Director for Accountability and Performance Integration, Office of Financial Management in the US Department of Transportation. He is responsible for preparation and publication of the annual DOT Performance and Accountability Report, overall payroll policy for DOT and the e-



Professors Meg Brindle and Larry Walters serve cake to graduates at MPA graduation reception.

government migration of payroll services to the Department of Interior, coordination of DOT's implementation of the President's Management Agenda (including coordination with OMB and the Chief Financial Officers Council).

Previously he was the Team Leader for the Metropolitan Planning and Policies Team with the Federal Highway Administration, where he oversaw the development of legislative and regulatory proposals; evaluation and overall administration of a national program of metropolitan transportation planning; research on best practices and new issues for metropolitan transportation planning; and, developing and issuing guidance to FHWA, FTA, other Federal agencies, states, metropolitan planning organizations, transit agencies, other modal operators, and local agencies.

Prior to joining FHWA in 1992, Dr. Edner was Professor of Public Administration and Urban Planning at Portland State University, Portland, Oregon, where he also served as department chair and taught graduate level management courses for masters and doctoral students. A political scientist by training, Dr. Edner has taught public policy, planning and management courses for more than 30 years; sixteen as a regular, tenured faculty member.

FACULTY RESEARCH HIGHLIGHTS



Timothy Conlan

Tim Conlan, Professor of Public Administration, received the Elazar Distinguished Federalism Award at

American Political Science Association Meeting in Boston. The award is presented annually by the APSA's Section on Federalism and Intergovernmental Relations for scholarly contributions to the study of federalism and intergovernmental relations. Along with David Elazar, Conlan also coauthored the book "Grants," in Lester Salamon's edited volume *The Tools of Government* (Georgetown University Press, 2002), and presented a report on the intergovernmental affairs activities of state legislatures at the Annual Research Conference of the Council of State Governments. His book *Global: The Internationalization of American State Legislatures, and the Role of State Governments*, December

presents an empirical study of online service in federal government agencies. The authors are interested in the evolution of online governance and what factors influence the adoption and elaboration of online services. The analysis of four cases with regard to three different governmental functions identifies a partial sequence of stages in development of online services, and suggests that this sequence is a result of both learning and the imposition of performance standards based on best practices and legislative mandates.

The second study, “Developing Intranets for Agency Management” (*Public Performance and Management Review*, 26(4):422-432 2003), attempts to identify the management functions that Intranets are serving in government agencies. In particular, the Professors are interested in seeing whether Intranets for federal government settings show signs of achieving some of the potential for interactive management hoped for from this new technology. They conclude in part that while program improvements can be achieved through secure collaboration, these collaborative efforts are only beginning to be seen in federal agencies.



Stephen D. Mastrofski

Professor Mastrofski and his colleagues recently published two studies examining police officer behaviors toward minorities.

In one study, “Police Disrespect Toward the Public: An Encounter-Based Analy-

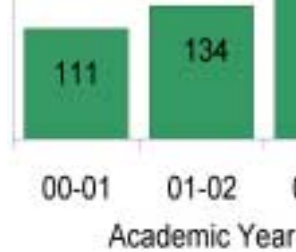
In a second study, written with W. Terrill (“Reassessing Situational and Officer Based Determinants of Police Coercion” *Justice Quarterly* 19:215-248, 2002), the authors explore why police resort to coercion, including verbal commands, threats and physical force. Analysis of 3,116 police encounters showed that officers often respond to legally-relevant stimuli, such as suspects’ resistance and safety concerns. Officers were not more coercive toward disrespectful suspects. However officers were also influenced by several extra-legal factors. Male, non-white, poor, and younger suspects were treated more forcefully, irrespective of their behavior toward police.

NEW CENTER FOR SOCIAL COMPLEXITY CREATED

The mission of the new Center for Social Complexity is “to advance the knowledge frontiers of pure and applied social science, by using and developing computational and interdisciplinary approaches that yield new insights into the fundamental nature of social phenomena at all levels of social complexity--from cognitive networks to the world system.”



Under the direction of the new Director, Claudio Cioffi-Revilla, the new Center seeks to serve as a catalyst for scholarly



With over 300 students, the program is the largest graduate program in the College of Arts and Sciences. Student enrollments have increased by over 20% in the last two years, and are expected to continue to increase in both number and quality. Consistent with GMU's commitment to public service and public engagement, nearly 20 percent of current enrollments are from other graduate programs, ranging from Environmental Science and the School of Public Health, Nursing and Social Work.

Our students continue to grow in the recent years. About 80 percent are working professionals and part-time students. The average age is about 33. Students come from Federal and local government, military, not-for-profit agencies and the private sector.

Among the current students,

- 62% women
- 24% minority
- 6% international

During the 2002-2003 year, 66% of degree recipients who were employed grew to 66%, and the number of graduates receiving their MPA to 20