

# Public SPAAce

A Newsletter for Friends of the School of Public Affairs & Administration

## 2009—WHAT A YEAR!

In January, SPAA Director Dr. Matthew Mingus was granted a leave of absence to accept a temporary position with the U.S. State Department. He was assigned as a specialist to work in Iraq.

In February, Dr. Barbara S. Liggett was appointed as interim director of the School. Faculty members rearranged their schedules, accepted changes in teaching and administrative activities, and engaged in a flurry of activity.

In addition to teaching, researching, publishing, consulting, and providing service activities, we are

- recruiting on-site at Michigan colleges
- visiting alumni in five metropolitan areas to become acquainted
- contacting donors
- assessing courses and program curricula
- counting the increases in admissions and enrollments
- listening to students and assisting in their employment
- announcing our course plan through the year 2014
- participating in program review for the University's Higher Learning Commission Accreditation process
- collaborating with university departments and local municipalities about community sustainability
- celebrating student and faculty successes; and,
- we are in our self-study review year for re-accreditation of the M.P.A. with the National Association of Schools of Public Affairs and



Administration (NASPAA), with our site visit scheduled for 2011.

You—as a student, an alum, an employer, a friend of the SPAA—are part of the self-study review.

Please say YES! if we ask you to respond to a survey and/or if we ask to chat with you about the School or to inform us of your involvement in public service.

And, please say YES! if we ask you to help us in other ways, such as:

- mentoring a doctoral student trying to make his/her way through the dissertation process;
- providing an internship opportunity for a pre-career student
- hosting an alumni event in your area
- referring prospective students to our programs
- speaking at a PUBLIC FORUM
- guest lecturing/participating in a class
- funding American Humanics (AH) students as they attend the national conference in Phoenix, AZ to compete for the Best Chapter award
- supporting research projects of faculty and students
- providing “scholar dollars” for outstanding student papers and oral presentations in the classroom; and
- providing donations for general support of the undergraduate, M.P.A., and Ph.D. programs in SPAA.

We need you to say YES! to SPAA.

**You—as a student, an alum, an employer, a friend of the SPAA—are part of the self-study review.**

# Part-time Faculty Critical to Student Learning

The School of Public Affairs and Administration has a variety of faculty classification appointments. There are regular tenure-track and tenured faculty (whose pictures appeared in the Spring edition of Public SPAAce); one-year term appointment faculty (meet Dr. Higbea for 2009-2010); shared faculty with other WMU departments (meet Dr. Ola Smith from the Accountancy Department); and part-time faculty selected for their academic credentials and their professional expertise in a defined subject matter.

Within the M.P.A. program, faculty members must meet guidelines established by the university and the National Association of the Schools of Public Affairs and Administration (NASPAA). NASPAA is specific, stating that the "involvement of practitioners is integral to the activities of a professional master's degree program...Where practitioners teach courses, there shall be satisfactory evidence of the quality of their academic qualifications, professional experience, and teaching ability."

We are pleased that our part-time faculty have successful records of "satisfactory evidence." Here's a brief look at who they are and what they are teaching in Fall 2009 and Spring 2010.

## Public SPAAce Feature Interview: Kirk Lindquist, Ph.D.

Dr. Kirk Lindquist is a part-time faculty member with a variety of experiences, most recently with the Michigan House Fiscal Agency. Graduate assistant Mark Heydlauff interviewed Dr. Lindquist for his perspectives on public administration in Michigan and teaching at WMU.

- *What is your background (education, work, interest) in public administration?*

I've been in state government since 1973. I began work as a policy analyst in the Bureau of the Budget and since then, built a career around financial management and consultation with not only state agencies but also the Michigan Legislature. Over the last 21 years, I've been working with the state legislature in developing spending options and supporting appropriations decision-making while working in the Senate Fiscal Agency and the House Fiscal Agency.

I have a Master's in Urban Planning (M.U.P. from Michigan State University) and I focused on policy planning. My thesis research evolved out of work I was doing at



the time at the Bureau of the Budget—the roles and relationships of planners and budgeters in state government. I also have a Ph.D. in Interdisciplinary Social Science (Michigan State University) with a concentration in financial resource management. My dissertation research focused on techniques used by state officials as they made budget reduction decisions during the 1979 budget crisis.

Continued on p. 3

- *What was your role with the Michigan House Fiscal Agency? What was it like being a public administrator in the political climate of the State Capitol? How did the political environment affect your job assignments along the way?*

The House Fiscal Agency is a non-partisan agency that works with all participants in the legislative appropriations process. We did non-partisan research analysis and detailed analyses of the proposals offered each year in the Governor's Budget Recommendation. In particular, we supported the needs of the sub-committees and did the work needed to produce budget legislation. In working with appropriations committee members, we provided alternative ways to reach an end game they might define. We provided choices; they made decisions.

Even as the different parties won or lost control of the House, my job remained quite stable. I switched from the Senate Fiscal Agency to the House Fiscal Agency in 1996. Each year since then, I was assigned to the appropriations subcommittees on Natural Resources and Environmental Quality. I worked with the leaders of both parties and my role was unchanged. We served within a political environment in a non-partisan manner.

- *What do the current fiscal challenges for the State of Michigan suggest about the role for public administrators in budget advisory roles? Is politics crowding out professional insight?*

Politics is always there. Politics is a tool public administrators can and should use, and as public servants, we should welcome opportunities to engage with the political community. Politics is the art of negotiation. Public issue consensus can only be achieved through the give and take of a political dialogue. Of all the decisions made in state government, probably 95% of them are



*Dr. Kirk Lindquist (left) being interviewed by SPAA graduate assistant Mark Heydlauff.*

made within the administration— people in the craft of public administration. The interaction of public administrators and those people involved in policy making and policy development is something that should always be acknowledged and preserved as a proper area of involvement by our public administrators. We should be wary of becoming political agents. Politics can become very engaging and almost tonic-like. We have to guard ourselves from becoming enamored and excited by the political world; what you don't understand can become very scary ultimately.

We've experienced increasing fiscal challenges since 2001; those conditions have created a chaotic policy environment. It's very difficult to maintain the fabric of public policy when you have a constant threat of budget cuts and declining revenues. Those resources are the "food of the animal." As you starve the beast, the ability of that body to sustain itself will be compromised. As we've seen fiscal stress increase, the ability of our public agencies to maintain organizational capacity has been compromised.

- *For a new M.P.A. or Ph.D. graduate interested in state policy work, what advice would you offer?*

Sort out your area of interest early— on while focusing on what you would ultimately like to contribute with the degree.

Continued on p. 4

On a day-to-day basis, you never know what knowledge you are going to tap on behalf of the organization. In a sense, it is the benefit of a liberal education—the broad range of material established through the M.P.A. program provides “tools in a quiver” for someone to use long-term. Each student should seek to become multi-disciplinary while concentrating in the M.P.A. because you can never predict what the future will bring or on which issues you will focus. We should guard against being technicians. You don’t want to come out as an expert in budget-making—you should instead become an expert in policymaking and know how to use the budget as a tool for policymaking. Make no mistake, you should take technical classes very seriously—it’s amazing how important processes like HR or contracting can be when administering public programs.

- *Why did you join the part-time faculty in the SPAA? What courses have you taught?*

I crossed paths with Peter Kobrak (SPAA Professor Emeritus) at an ASPA (American Society for Public Administration) conference in Los Angeles. We established a close professional relationship, and he invited me to participate in some of his classes as a guest speaker and lecturer. I also presented several workshops for the department back in the day when the school still offered workshops as part of the M.P.A. program. In 1993, Peter and Gus Breymann asked me to teach the Principles of Public Budgeting class in Lansing. That assignment became the first of more than 20 I have taught since 1993, primarily in Lansing and occasionally in Battle Creek. The connection I’ve had with the SPAA has been a very important one for me and one that I’ve always enjoyed— and I look forward to continuing my relationship with the school.

I’ve always thoroughly enjoyed the instructor-student contact. The most intriguing part of being an instructor is watching the learning process occur. I see myself as both an agent and a student of the educational process, and it’s amazing to watch the educational process unfold.

- *What was it like being a public administrator by day and a professor of the subject in the evening?*

In some ways, it was seamless. Even though I moved into the classroom, I felt like I was still practicing the craft. Even though by nature, they involve totally different techniques, in sharing your perspectives gained from a professional engagement in the craft, my burden as an instructor is to give life to the material by sharing those experiences. Because of the experience, I bring to the classroom, I’m able to connect the knowledge being imparted with ways that knowledge is applied in practice. You may wonder why you are obliged to learn about the roles and responsibilities of budget decision making, but that understanding could mean the difference between your professional life and death 10 years from now.

- *What do you wish students knew about practitioners who also teach courses?*

We teach because we want to. We are highly motivated, and look for ways to share our experiences and our professional insights. We try to give students an appreciation of the value of service, and to prepare them to be effective public administrators.

We collectively, as part-time instructors, should always be on the look-out for people who can make a difference. We also work to sustain relationships between the practitioner community and the education community. It strengthens each, while enhancing the relevance and utility of a graduate degree.

**In addition to Dr. Lindquist, SPAA is pleased to present other part-time faculty with their teaching assignments for 2009-2010. Next page...**

# Meet our Part-time Faculty



**Hacker**

Deborah Droppers, M.P.A.

Fall 2009: PADM 3000- Nonprofit Advancement (Kalamazoo)

Anne Hacker, M.P.A., Ph.D.

Fall 2009: PADM 6550- Administration of Health Services (Kalamazoo)

Kirk Lindquist, M.U.P, Ph.D.

Fall 2009: PADM 6120- Principles of Public Budgeting (Lansing)

L. Robert McConnell, D.P.A.

Spring 2010: PADM 6110- Administrative Law and Government Regulation (Lansing)

Bruce Nanzer, M.B.A., Ph.D.

Fall 2009: PADM 6000- Historical and Legal Foundations of American Public Administration (Kalamazoo)

Nancy Quarles, Ph.D.

Spring 2010: PADM 6870- Legislative Relations for Public Administrators (Battle Creek)

Robert Sobie, M.P.A., Ph.D.

Fall 2009: PADM 6390- Managing Public Performance and IT (Battle Creek)

Spring 2010: PADM 6000- Historical and Legal Foundations of American Public Administration (Battle Creek)

James Walters, M.S.P.A., Ph.D.

Fall 2009: PADM 6180- Political and Economic Environment of Public Administration (Kalamazoo)

In addition to these part-time faculty members, SPAA is pleased to welcome the expertise of university faculty members from other WMU departments.

Ola Smith, Ph.D. (WMU Haworth College of Business, Department of Accountancy)

Spring 2010: PADM 6431- Budget Development and Accounting for NPOs (Battle Creek)



**Lindquist**



**McConnell**



**Quarles**



**Smith**



**Sobie**

**Coming soon:  
Excellence Awards for M.P.A. students**

# News

## Belarus Visitors Learn About American Nonprofits

### International Guests

On July 17, a group of 13 university and NGO leaders from Minsk, Belarus met with SPAA Faculty-member, Janice Maatman.

The group was hosted by Colleagues International of Kalamazoo. Jennifer Laing, Executive Director of Colleagues International, arranged the visit for the Belarusians. Maatman presented "The Nonprofit Sector in the United States" and was able to provide a comprehensive overview of the subject.

The Belarusian group posed many questions about the American system and Maatman was able to gain a new understanding of nonprofits in the Belarusian context.

In addition to this most recent visit, the SPAA has had a long-term relationship with Colleagues International. Several students from the SPAA undergraduate minor in Nonprofit Leadership and the M.P.A. program have gained valuable internship experiences at the organization. The SPAA enjoys the opportunity to support the educational mission of Colleagues International.

To learn more about the opportunities offered by Colleagues International, visit their website: [www.colleaguesinternational.com](http://www.colleaguesinternational.com).



*Janice Maatman converses with one of the English-speaking Belarusian guests. Maatman's presentation was given through an interpreter who traveled with the group throughout their time in Michigan.*



*Janice Maatman presented a history of the nonprofit sector in the United States. During the question and answer period, Maatman gained a new global perspective from the experiences of our guests.*

**Coming soon:  
The PUBLIC FORUM Series...Watch for it in 2010.**

# SPAA Celebrates 35 Years

In 1974 with only two faculty to call its own and 12 initial students, the Center for Public Administration Program (CPAP) came into being. It was an interdisciplinary program for a small group of on-campus, pre-career students. In 1975, three of the original 12 students became M.P.A. graduates. Such an important beginning for those students and for the program!

Optimistic five year projections (yes, planning even then!) placed the student count at 60 students by 1979, but one year later 200 students were taking courses (admitted or waiting to be admitted status) in Lansing, Muskegon, and Kalamazoo. In the late 1980's the M.P.A. was being taught in five locations and was becoming too large to continue as an interdisciplinary center. In 1988 the School of Public Affairs and Administration (SPAA) was launched, with the M.P.A. as its core program. In 1996 the M.P.A. program was recognized nationally, by the accreditation status awarded through the National Association of Schools of Public Affairs and Administration.

In Fall 2009, the M.P.A. program remains vibrant with 242 students, joined by 22 Ph.D. students, nine nonprofit leadership or health care certificate students, and 42 undergraduate students minoring in nonprofit leadership and associated with American Humanics (AH). Classes are taught in Kalamazoo, Battle Creek, and Lansing with eight core faculty, one joint-appointment faculty (with Sociology), one "borrowed" faculty (from Accountancy), and a cadre of eight part-time faculty offering a breadth of practitioner experiences. Continued contact with some of our emeriti, and the ongoing support and mentorship from Dr. Peter Kobrak (professor emeritus) allows us to reflect on the past and plan for the future. 35 years strong and more to come!

*Data Sources:*

*Volume I, NASPAA Self-Study Report 1995, Dr. Susan Hannah  
PADM History – Dr. Peter Kobrak*

*NASPAA Accreditation Letter and Certificate – 1996*

*Cognos Report #072- Fall '08, Spring '09, Sum I '09, Sum II '09, Fall '09*

*Cognos Report #105- Fall '08, Spring '09, Sum I '09, Sum II '09, Fall '09*

*Cognos Report #085- Fall '09*

*SPAA M.P.A. Student Files, Fall '09*



## Recent Death

### Robert McDonough

**Robert McDonough, JD**, died on July 16, 2009 after suffering a massive heart attack. He was 57.

He served SPAA as a part-time assistant professor teaching the Health Policy Analysis and Health Services Delivery courses. He was a giant in local government in St. Joseph County serving as mayor of Three Rivers and supervisor of Fabius Township.

McDonough is survived by his wife, Katie and four sons, Thomas, John, Kevin and Kristofer. He will be greatly missed by faculty, staff, and students.

**M.P.A. advisors are available  
at all three regional sites  
where SPAA offers courses.**

**To make an appointment  
with an advisor, just call the  
location where you prefer to  
take courses.**

**Kalamazoo (269) 387-8930  
Battle Creek (269) 965-5380  
Lansing (517) 483-9728**

---

## Did you know?

Want to sponsor an intern? Connect with M.P.A. alums and students? Check out [www.linkedin.com](http://www.linkedin.com) and the group WMU SPAA Alums/Students.



---

## Did you know?

The M.P.A. program is the largest Master's degree program in the College of Arts and Sciences.

Fall 2009 M.P.A.=242 students

Kalamazoo–132

Lansing–85

Battle Creek–25

# Student News

## American Humanics Student Association Vies for National Award



The American Humanics Student Association (AHSA) at WMU has been honored as one of two national finalists for the Program Excellence Award from American Humanics. This award is the most prestigious given at the annual three day American Humanics Management Institute. Seventeen AHSA students will travel to Phoenix in January of 2010 to present their case. Judges will choose a winner based on a presentation by students and a video they produce which will include testimonials by students and alumni and pictures of service learning projects, internships, and volunteer activities.

The two finalists were chosen from 65 campuses based on the following criteria:

- Well developed coursework in nonprofit management and leadership
- Students placed in meaningful nonprofit internships and professional employment
- Strong relationships between the university and its nonprofit community
- Students engage in meaningful community service and leadership experiences

Send your positive thoughts to Phoenix between January 3 and 6. In our next Public SPAAce we will announce the results.



### Graduate Program Fair a Hit

On Oct. 22, the SPAA participated in the Graduate Program Fair sponsored by the WMU Graduate College. The representatives from SPAA enjoyed meeting potential students and sharing information about the programs offered by the SPAA.

From left to right: Janice Maatman, director of Nonprofit Education Programs; Dr. Barbara Liggett, SPAA interim director; Mark Heydlauff (M.P.A. '10), SPAA graduate assistant; and K.P. Pelleran (M.P.A. '09) SPAA Ph.D. student.

### Did you know?

*Have you noticed your classes seem a bit fuller this fall? M.P.A. enrollment continues to rise as more people recognize the quality of the M.P.A. program here at WMU. Here's a look at enrollment for the past two years.*

Fall 2008	Fall 2009
138	151



## New Faculty Member Dr. Raymond Higbea

Dr. Raymond Higbea was appointed to the faculty of the School of Public Affairs and Administration in August of 2009 for a one-year term appointment. He brings to the School significant experience in the healthcare industry and will draw from that experience as he teaches both core courses and Healthcare Administration elective courses.

Dr. Higbea holds a Ph.D. in Public Administration from Western Michigan University, a Master in Health Administration from the University of North Florida, and is a fellow in the American College of Healthcare Executives (FACHE). Dr. Higbea's professional affiliations

include the Northeast Florida Bioethics Forum, the Healthcare Financial Management Association, and the American Society for Public Administration.

Dr. Higbea has held several high-level healthcare administrative positions. While on faculty, he retains employment as a Senior Operations Researcher and Research Consultant at Battle Creek Health System. In this capacity, he developed multiple Emergency Department, organizational, and community research and quality improvement projects.

Dr. Higbea also served as a consultant for several nursing projects. Before assuming his present position, he led quality control in the Emergency Department of the Battle Creek Health System. He was previously employed by Spectrum Health as the Emergency Department Manager at the Blodgett Campus in Grand Rapids and has held various health related positions in North Florida. Since 2007, Dr. Higbea has also been an adjunct faculty member in the Professional and Graduate School of Cornerstone University in Grand Rapids.

## Dr. Dale Nesbary named President of Muskegon Community College

The SPAA congratulates M.P.A. alum Dr. Dale Nesbary who was named President of Muskegon Community College (MCC) in Muskegon, Mich. Dr. Nesbary assumed the presidency at MCC after serving as Vice-President and Dean of Academic Affairs and Professor of Political Science at Adrian College in Adrian, Mich. Prior to his service at Adrian, Dr. Nesbary held leadership and faculty positions at several other institutions.

"My WMU M.P.A. was extremely valuable in my development as an administrator and leader," Nesbary said in an email response to a SPAA letter of congratulations. Dr. Nesbary completed his Ph.D. in Law, Policy and Society at Northeastern University in Boston. He also holds a Master of Public Administration degree from Western Michigan University and a Bachelor of Arts degree in Political Science and Anthropology from Michigan State University. He is a graduate of Reeths-Puffer High School in Muskegon, Mich.

- Dale K. Nesbary is the 10th President of Muskegon Community College. The President is the chief executive officer of the College and serves as primary liaison for MCC with the community.
- Dr. Nesbary served as Assistant and Associate Professor of Political Science and Director of the Master of Public Administration Program at Oakland University in Rochester, Mich. During that time, he was a recipient of a 2003-04 American Council on Education Fellowship, the premier higher education leadership development program in the country.
- Dr. Nesbary served as Research Director and Technical Services Director with the Boston Police Department, and held the positions of Assistant Budget Director and Director of Contract Management with the City of Boston.
- Dr. Nesbary's research interests include Internet taxation, state tax expenditure policy, public budgeting systems, police management, and web development. He is published in many journals including The Journal of Public Affairs Education, The Journal of Contemporary Criminology, Social Science Computer Review, The British Journal of Educational Technology, The International Journal of MS Care, and State Legislatures.



Dr. Raymond Higbea

# Students complete project papers for capstone requirement

The SPAA is pleased to recognize the following students for their accomplishment in completing their Project Paper (PADM 6800) in Summer 2009. The M.P.A. Project Paper (PADM 6800) is the capstone requirement of the M.P.A. It provides students the opportunity to demonstrate their understanding of public administration in the completion of an original research project and analysis. While not a formal thesis, the project paper is no less significant. The SPAA is pleased to recognize the following students for their accomplishment in completing their Project Paper in the previous year:

D'Angelo Bailey, Kalamazoo, Mich.

"How Will the Michigan Prisoner Reentry Initiative Reduce the Rate of Recidivism in Michigan?"

Vicki Barron, Lansing, Mich.

"The Prospect of Light Rail Transit and Its Contributions to Downtown Revitalization: A Comparison Study on the Cities of Detroit and Cleveland"

Melissa Bohl, Kalamazoo, Mich.

"Michigan Healthy Eating and Physical Activity Plan: Healthcare Objective #5 Interventions"

Stephen Kuncaitis, Lansing, Mich.

"State Legislation Promoting Health Savings Accounts: Analysis of Effects on Average Premiums"

David Maluchnik, Okemos, Mich.

"Efforts on Behalf of the Catholic Church in Michigan to Defeat Proposal 2: A Case Study Evaluating Differences in Local Efforts"

Chad Rogers, Lansing, Mich.

"Institutional Justice: A Multi-Variate Analysis of the Relationship Between Social Class and the Use of Institutional Controls at Environmental Clean-up Sites"

Kristin Rossi, Rochester Hills, Mich.

"Sexual Assault on Campus: An Analysis of Safety Efforts at WMU"

Lori Vinson, Lansing, Mich.

"A Comparative Study Linking Policies and Procedures to Performance Measurement in the Processing of Discrimination Complaints"

Shannon Whiton, East Lansing, Mich.

"Michigan Air Quality and the Economy: The Case for Funding a Regulatory Agency"

## Stine Memorial Scholarship awarded to Brad Barron

Congratulations to Brad Barron as the recipient of the Margaret and Leo Stine Endowed Memorial Scholarship in Public Affairs & Administration. One of several applicants, Brad was selected by a faculty committee from the School of Public Affairs and Administration. Brad's financial reward will assist him in the Spring 2010 semester.

Congratulations, Brad!

**The Stine Scholarship will again be offered during the spring semester of 2010. Watch for further details.**

# Pi Alpha Alpha Inductees

The following SPAA students were recently inducted into the WMU Chapter of Pi Alpha Alpha—the national honor society of students in public affairs and administration. Induction into the society recognizes a student's excellence in studying and practicing public administration. Congratulations!

Brody P. Boucher, Grand Ledge, Mich.

Patrick J. Essenmacher, Perry, Mich.

Darla J. McAllister, Niles, Mich.

Kathy G. Pelleran, Lansing, Mich.

Bradley A. Ritter, Kalamazoo, Mich.

Chad E. Rogers, Lansing, Mich.

Jennifer M. Tafil, Dearborn Heights, Mich.

Kevin D. West, Kalamazoo, Mich.

# THANKS to our Community Learning Partners

...Learning occurs inside and outside the classroom

The SPAA appreciates the following community learning partners as part of the PADM 6290 experience this fall semester:

- Judy Allen, Special Education Supervisor.....Starr Commonwealth, Albion
- Joe Borgstrom, Director.....Specialized Technical Assistance & Revitalization Strategy Division, Michigan State Housing Development Authority, Lansing
- M.J. Bruns, Director ..... Work Force Development, Marshall
- Greg Cabose, Community Services Supervisor ..... Barry-Eaton District Health Department, Charlotte
- Shelley Cizio.....Venture Behavioral Health, Battle Creek
- Brian Conway, State Historic Preservation Officer.....State Historic Preservation Office, Lansing
- Liz Courtney ..... Van Buren Community Mental Health, Paw Paw
- Jim Edwards, Program Manager ..... KPEP, Kalamazoo
- Krea Gregory..... Assistant to Director-Programs, W.K. Kellogg Foundation, Battle Creek
- Sandy Hall.....Summit Pointe, Battle Creek
- Jillaine Harkema ..... Executive Director, Safe Haven Ministries, Grand Rapids
- Stephanie Horning, WIC Coordinator..... Jackson County Health Department, Jackson
- Jay Hunt, Parole Release Unit Supervisor.....Michigan Department of Corrections, Lansing
- Renee Marks, Community Health Coordinator..... Jackson County Health Department, Jackson
- Michelle D. Moore..... Chief, DES Customer Support Hart-Doyle-Inouye Federal Center, Battle Creek
- Noah Nagy, Supervisor ..... Calhoun County Parole/CRP Office, Battle Creek
- Martin Pessetti, Assistant Principal ..... Lakeview High School, Battle Creek
- Dave Riley, Supervisor ..... Calhoun County Circuit Court Probation Office, Battle Creek
- Rhonda Sosnowski, Transportation Supervisor ..... Waverly Community Schools
- Anthony Stewart, Asst. Deputy Warden .....Michigan Department of Corrections
- Maria Swiftfoot, Volunteer Coordinator.....Kalamazoo Valley County Trails Department
- Frank Weichlein, Superintendent..... Kalamazoo County Juvenile Home, Kalamazoo
- Lance Werner, Executive Director..... Capital Area District Library, Lansing
- Rebecca Wilson, Supervisor ..... Wrap Around Services, Kalamazoo Community Mental Health, Children’s Unit



**School of Public Affairs and Administration  
College of Arts and Sciences  
220 E. Walwood Hall  
1903 West Michigan Avenue  
Western Michigan University  
Kalamazoo MI 49008-5440  
(269) 387-8930**

Nonprofit  
Organization  
U.S. Postage  
PAID  
Kalamazoo, MI  
Permit #478

Address Service Requested

## Yes, I want to support the WMU School of Public Affairs & Administration

In a time when state funding is increasingly restricted, the support we receive from friends and alumni is vitally important. Such funds are used to take advantage of new or unbudgeted opportunities in order to enhance the teaching or the research of the department, or to assist students in achieving their educational and professional goals. Thank you for considering a gift to the WMU School of Public Affairs and Administration.

The WMU Foundation processes all gifts that come to the University and turns them over to the department. Michigan residents: Remember that 50 percent of your gift to a Michigan University is returned to you as a tax credit on your state income tax (up to \$200 for a single filer; \$400 for joint filers).

I support the WMU School of Public Affairs & Administration with the following gift:

\$1,000    \$500    \$250    \$100    \$50    \$25    \$\_\_\_\_\_ Other

\_\_\_\_\_ I would like to become a donor to the WMU School of Public Affairs and Administration with a gift of \$ \_\_\_\_\_  
spaanl

\_\_\_\_\_ Check (payable to WMU Foundation)

\_\_\_\_\_ Credit card (check one)

\_\_\_\_\_ Mastercard    Visa

Account #: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

3-digit Code: \_\_\_\_\_ (Information will be shredded after use)

\_\_\_\_\_ Signature (required)

\_\_\_\_\_ Electronic Funds Transfer (instructions will follow)

\_\_\_\_\_ Please contact me about my giving plans.

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Please mail this completed form,  
along with your gift to:  
Western Michigan University • WMU Foundation Office  
1903 W. Michigan Avenue • Kalamazoo, MI 49008-5403  
Or, give online at  
[www.wmich.edu/foundation/gift](http://www.wmich.edu/foundation/gift).  
Under "other designation" indicate  
School of Public Affairs & Administration