Mission: The School of Public Affairs and Administration is committed to improving the quality of public and nonprofit service. In a diverse and inclusive community, the mission of the School of Public Affairs and Administrations is to provide learning and discovery opportunities which advance the knowledge and use of professional ethics, best theories, policies, and practices for public and nonprofit organizations in order to create and support societies for respect, liberty, justice and equality.
The mission of the School of Public Affairs and Administration at Western Michigan University is “to provide learning and discovery opportunities which advance the knowledge and use of professional ethics, best theories, policies and practices for public and nonprofit organizations in order to create and support societies of respect, liberty, justice and equality.” The School is making significant and deliberate strides in its relentless pursuit of the mission through high quality innovative educational programs, ongoing scholarly and applied research, and effective engagement in community outreach and service.

Every passage of time presents newfound challenges in the way we carry out our mission of education, research, and service. Staying current, relevant, and impactful offers a value to our students, alumni, and the larger community and yet also challenges and boosts energy to do better in all we do with an eye on our reputation and collective future.

The impact that the School can make depends on the ability of our students and alumni in addressing emerging challenges and making a positive impact in their organization, sector, state, country, or even globally. For sure, the newfound challenges we face are real and problems highly complex and multifaceted. It is important to work collaboratively and apply a multidisciplinary lens that our students and faculty are accustomed to in addressing those challenges. Working with diverse stakeholders is a must, as they offer valuable ideas, nuanced insights, and critical perspectives sorely needed to make effective decisions.

This is especially important given the increasingly bifurcated world where ideas and understanding find selective applications. At a time when the trust in government is limited, how public service professionals carry out their duties and responsibilities garners a constant scrutiny. Data from the Pew Research Center show that trust in the United States federal government has declined ever since the turn of the millennium, with its unfavorable view far truncating the favorable view to less than 1/3rd over time (see the figures).

**People’s Trust in Government at the Federal, State, and Local Levels**

There does not also seem to be any encouraging trend or brighter spot other than the fact the state and especially local governments are viewed more favorably, actually by two to one. But even this positive view is worsening lately as the divisiveness is growing rampant, with an engrained partisanship ruling the day.

What can be the take away from observations like this for academics, researchers, and public service professionals? It is the ability to recognize these societal undercurrents while trying to understand the challenges and design and deliver policies and programs that shape our collective future. Functioning with a mantra of transparency, efficiency, effectiveness, and inclusiveness is the need of the hour for public service professionals. After all is said and done, what matters is our ability to work with and support each other, secure our collective destiny, and leave the planet as we inherited, if not in a better shape, to the future generations. The current and future public service students can count on the core competencies of our NASPAA-accredited program that require students to be well versed on communicating and interacting productively with a changing workforce and citizenry. I also hope the mission of the School focused on creating and supporting the societies of respect, liberty, justice, and equality inspires us all in moving forward collectively.

With this general observation, I am pleased to share with you this year’s SPAA newsletter, Public SPAAce. As always, it reports on some important updates, activities, achievements, recognitions, and much more from the SPAA community. As will be clear throughout this newsletter, the School continues to reinvent and stay current, relevant, and impactful. The School’s faculty and students have been active in scholarly and applied research and service projects. Community engagement remains strong through the SPAA Public Service Engagement Series, course-specific guest speakers, and Advisory Council. The 100% online option for the MPA degree and Accelerated Graduate Degree Program (AGDP) option for students in the Public and Nonprofit Administration major are now fully effective. While the MPA program has experienced a significant enrollment decline—a trend common among similar professional degree programs nationwide—the enrollment is picking up in the new BSPNA program. During the last year, the MPA program admitted 24 students and graduated 14, with the count of active students (admitted and/or taking courses within the last year) at 54. The relatively new BSPNA program has 31 students signed up for the major with two additional students graduating during the year. The undergraduate minors in Public Administration and Nonprofit Administration have 21 students actively taking their courses.

This year we welcomed Dr. Chris Surfus as our newest faculty and said farewell to Dr. Gene McKay after six years of his dedicated and exemplary service.

Please check out this newsletter to find out more. I also welcome your ideas, observations, and suggestions for further improvement in what we do and how we can make impacts, collectively.

With best regards,

Udaya R. Wagle
Professor and Director
School of Public Affairs and Administration
Congratulations to Angela Bennett for receiving the 2022 Outstanding Alumni Award from the School of Public Affairs and Administration! This award was presented together with the College level Alumni Achievement Award at a special ceremony organized by the College of Arts and Sciences to recognize 14 other departmental recipients at Miller Auditorium on October 14, 2022.

Bennett earned her Bachelor’s degree in 1994 and Master’s degree in 1996 from Western Michigan University, both in public administration with an emphasis on finance and human resources. Her career began with an internship with the City of Kalamazoo while she was in the MPA program, which eventually led to an accomplished public service career at local governments in Michigan.

Appointed as Comptroller in 1999, Bennett oversaw the City of Kalamazoo’s accounting and budget operations and took part in initiatives to address the challenges of declining resources precipitated by the 2001 recession. Her move to the City of Lansing as its Budget Manager in 2005 tested her abilities to spearhead a team to weather the financial tsunami in local governance caused by the Great Recession of 2008. Whereas cities must balance their budgets annually, Bennett participated in operationalizing a five-year, $60 million budget restructuring consisting of service consolidation, intergovernmental agreements, and compensation restructuring. Later appointed as Deputy Finance Director and then Finance Director in 2012, Bennett is proud of her long tenure at the City, which saw not just a balanced budget but also a general fund balance of $12 million by the time she left in 2019.

After successfully navigating the unique city council/mayoral political dynamics for over two decades, Bennett has now joined the Michigan Supreme Court as a Financial Analyst.

Bennett has been active at many professional organizations including the Government Finance Officers Association (GFOA - nationally and in Michigan), Lansing Entertainment and Public Facilities Authority, Michigan State University Extension Program, Habitat for Humanity, and St. Stephen Lutheran Church. She has received the GFOA Financial Reporting Achievement Award twice, once while at the City of Kalamazoo and second while at the City of Lansing.

Bennett is a lifelong public servant modeling the SPAA’s core values including common good, democratic governance, ethical leadership, and advocacy for social justice. She is willing to share fond memories of her engagement with career professionals, elected leaders, and the general public about the way to improve the quality and reach of public services in the two cities. A colleague of hers notes: “She has new and innovative ideas that have been incorporated into new policies and procedures [saving] time and [making] processes more efficient.”

Angela is an outstanding public servant who has paid and continues to pay her dues in improving the way local governments are managed and deliver public service with transparency, accountability, effectiveness, efficiency, and social equity. Congratulations to Angela once again for representing the SPAA community so well and making an impact in cities and organizations across Michigan as well as the profession of public affairs and administration!
### Undergraduate Program
The new BSPNA program continues to grow, with over 31 current majors and dozens more minors. Students bring a variety of minors and second majors to the program, from marketing and fine arts to global and international studies. We have been expanding our online offerings for the program as well, with PADM 2000 (Introduction to Public and Nonprofit Service) and PADM 3000 (Foundations of Nonprofit Management) now available as asynchronous online courses. We are also expanding the course offerings by developing a new course on Civic Engagement and Digital Governance (pending curriculum approval) which will be accessible to students as a part of the Western Essential Studies across all majors and departments. Students can complete a minor in public or nonprofit administration in as little as a year, and requirements for the BS in Public and Nonprofit Administration can be completed in as little as two years.

### Graduate Programs
On the Graduate side of SPAA programs, there have been two exciting “things” in the works for several years that are now coming to fruition. The first is an Accelerated Graduate Degree Program (AGDP) and the second is a Graduate Certificate in Tribal Governance.

### Accelerated Graduate Degree Program
The Accelerated Graduate Degree Program (AGDP) option within the MPA program is now in the Graduate Catalog. This option is designed for students pursuing the undergraduate major in Public and Nonprofit Administration allowing them to continue onto their graduate studies and receive the 39-credit MPA degree in as little as 27 credits (lower for those with professional experience). This can save students time and money! The AGDP option targets undergraduate students with strong records (3.5+ GPA) to apply in their junior or senior year and take up to six credit hours of 5000- or 6000-level courses in their senior year. They can also apply up to six credit hours from the undergraduate major toward the MPA degree directly. Thus, with good planning, an undergraduate student can earn the MPA degree within one to two years. We are hopeful this will streamline the experience for many students in the coming years. Please contact either Dr. Vickie Edwards or Dr. Matthew Mingus for further information and remember that you must apply for and get accepted into the MPA program and get an approval in advance for the courses you take.

### Tribal Governance Graduate Certificate
WMU has been working for many years with three tribal governments in southwest Michigan to advance the educational needs of their members and employees. In 2019, the WMU Board of Trustees adopted the following statement: “We recognize Western Michigan University is located on lands historically occupied by the Ojibwe, Odawa, and Potawatomi nations. Please take a moment to acknowledge and honor this ancestral land of the Three Fires Confederacy and their continued presence.” Years later, the first curriculum development from this ongoing collaboration has emerged from the School of Public Affairs and Administration – the Graduate Certificate in Tribal Governance.

This 12-credit hour certificate program is moving through the final stages of the curriculum development process and will hopefully be in the Fall 2023 Graduate Catalog. The first course was offered in Spring 2022 with the second planned for Spring 2023.

In addition to being a stand-alone certificate, current MPA students will also benefit from the three newly developed tribal governance courses as possible electives (please consult your advisor as the details would vary by concentration). These new courses include Foundations of Federal Indian Policies, Tribal Sovereignty through Self-Determination, and Tribal Economic Development and Diversification. Recent MPA alumni may also be able to benefit because they may already have taken some courses that are needed for the Graduate Certificate and thus may be able to earn the certificate with an additional 6-9 credit hours. Again, we expect this to be on the books in fall 2023 but still need to complete the curriculum approval process. We look forward to a long and thriving collaboration with the tribes of the Three Fires Confederacy and to serving individuals who work directly for the tribes, related gaming enterprises, and other tribal organizations. This initiative helps promote the SPAA value of enhancing social equity in Southwest Michigan, but this is also just the first step.
SPAA Public Service Engagement Series

The SPAA community is grateful for the informative and insightful presentations by the following outstanding speakers as a part of the Public Service Engagement Series (this list is also available at the School’s events page: https://wmich.edu/spaa/events). Please also note that the School welcomes your ideas and nominations for future speakers for this series as well as for specific courses within our graduate and undergraduate programs.

January 13—Ms. Kelley Kuhn
President and CEO of Michigan Nonprofit Association (MNA)
Title: Work of Nonprofit Organizations in Promoting Diversity, Equity, and Inclusion

February 10—Ms. April Kuehn
Associate Executing Director of Intergrated Health Partners (IHP)
Title: Let’s Get Engaged: The Importance of Staff and Customer Engagement

March 10—Ms. Stephanie D. Hoffman
Housing Advocate and Kalamazoo Commissioner
Title: Leading for Change through Housing and Community Support Services in Kalamazoo

April 14—Dr. L. Marshall Washington
President of Kalamazoo Valley Community College
Title: Leadership Reflection: Impacting Change through Community Colleges

September 8—Mr. Pat McGinnis
City of Portage Manager
Title: Leading Local Governments in Michigan: A Test of Max Weber’s Theory

October 13—Ms. Angela Bennett
Financial Analyst for the Michigan Supreme Court
Title: Local Government Challenges in Michigan: An Urban Governance Perspective

November 10—Dr. Wa’ed Alshoubaki
Assistant Professor of Public Administration, University of Jordan
Title: Reforming Governance with Privatization in Jordan: A Market-Based Approach

SPAA Guest Speakers

Thanks to the following guest speakers for sharing their insights and experiences with our students who are trying to learn not just theories and methods but how they are applied in addressing the real-world problems and challenges in public and nonprofit administration.

Spring 2022
PADM 6020 (Dr. Matthew Mingus)
Donald Cohen
Founder and Executive Director
In The Public Interest (Los Angeles)
Coauthor of The Privatization of Everything

PADM 6780 (Dr. Daniela Schroeter)
Donna Appel (NOAH Board Member)
Founder and President
Hermansky-Pudlak Syndrome Network

Karen Bly
Executive Director
National Organization for Albinism and Hypopigmentation (NOAH)

Emma Brinkly (NOAH Board Member)
Associate Director of Epidemiology
IQVIA

Kerry Goetz
Associate Director
Office of Data Science and Health Informatics
National Eye Institute
National Institutes of Health (NIH)

Summer I 2022
PADM 5870 (Ms. Heather Jach)
Lindsay O’Donohue
Senior director, Constituent Programs and Annual Giving
Kalamazoo College

Carol Snapp
Vice President—Program
Irving S. Gilmore Foundation
Pi Alpha Alpha Induction of Students

Pi Alpha Alpha is a Global Honor Society at NASPAA (The Global Standard in Public Service Education) offering life memberships to those with the highest performance levels in educational programs preparing them for public service careers. Congratulations to the following students who were inducted into this distinguished honor society through its Western Michigan University chapter.

## Spring 2022 Inductees

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<td>Jack Klee</td>
<td>Ei Po Po Khin</td>
<td>Brent A. Quivey</td>
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## SPAA Scholarship Awards

Thanks to the generous support of donors, SPAA is able to provide partial scholarships to a limited number of students annually. Congratulations to students who were selected for these scholarships through a competitive application process for the year 2022-2023.

### Margaret and Leo Stine Endowed Memorial Scholarship
- Janai Gardner (MPA Student)

### MPA Scholarship
- Bryan Balkema (MPA Student)
- Jerrid Burdue (MPA Student)

### Ravitz Nonprofit Scholarship
- Robert Carico (UG Major Student)
- Molly Cartwright (MPA Student)
- D’onna King (MPA Student)
- Lucy Veriegh (MPA Student)

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SPAA Student Engagement

**Spring 2022 PADM 6780-Program Evaluation**

Students after presenting their Evaluation Plan for the research program of the National Organization of Albinism and Hypopigmentation

**Spring 2022 PADM 5825-Managing Community Growth & Development**

Students after reaching out for the community and economic development work at the City of Plainwell
SPAA Graduates

(FALL 2021 THROUGH SUMMER II 2022)

SPAA degree programs include: two minors and a major in Public and Nonprofit Administration, Master of Public Administration (MPA), and PhD in Public Administration. Congratulations and best wishes to all of our graduates!

**Graduates with Undergraduate Minors:** (with their majors listed)

- Grace Braband—Sociology
- Tia Davis—Music: BMA program
- Anna Dupke—Nutrition and Dietetics
- Lauren Hill—Music Ed: Instrumental-Sec
- Sara Kausch—Dance: BFA program
- Melanie Mackew—Global & International Studies
- Nicolas Perez—Film, Video, & Media Studies
- Niajah Spurlock—Social Work

**Graduate of the Bachelor of Science in Public & Nonprofit Administration (BSPNA) program:**

- Haley Ferguson
- Kara VanderKamp

**Ph.D. Graduate** (with dissertation title and chair)

Hussein Chalabi—Developing a Model to Measure Public Sector Knowledge Management Performance Using the Analytic Network Process (Dr. Reitano)

**Graduates of the Master of Public Administration (MPA) program** (with concentrations)

- Lydia Cole (Fall 2021) Nonprofit Leadership Administration
- Ryan Hillman (Summer I 2022) Human Resources Administration
- Ei Po Po Khin (Spring 2022) Nonprofit Leadership Administration
- Lindsey King (Fall 2021) Nonprofit Leadership Administration
- Bridget Kucharski (Fall 2021) Nonprofit Leadership Administration
- Joshua Lyman (Summer II 2022) Public Management
- Clarita Maniagasi (Summer II 2022) Public Management
- David Markham (Spring 2022) Nonprofit Leadership Administration
- Mara Minott (Spring 2022) Public Policy
- Rachel Nance (Fall 2021) Health Care Administration
- Brent Quivey (Summer I 2022) Public Management
- Rachel Swedburg (Spring 2022) Nonprofit Leadership Administration
- Aye Pyae Sone Tun (Spring 2022) Public Management
- Trevor Youngquist (Spring 2022) Public Management

**Where Our MPA Graduates Work**

(N=148, 2016-2021)

- Nonprofits 41%
- Private Sector 18%
- U.S. Local & State Government 22%
- U.S. Federal Government 2%
- Other 11%
- Government Outside of the U.S. 7%
With over 2700 alumni doing impactful work in public service, updates on the job changes, promotions, publications, awards, and other achievements of our students and alumni can be far and wide. Here are just a few examples of the updates from our students, alumni, and advisory members reported to us.

SPAA is hosting Dr. Wa‘ed Alshoubaki from the University of Jordan as a Fulbright visiting scholar for 2022/2023. While in Kalamazoo under the U.S. government funded scholarship program, Dr. Alshoubaki is conducting her research titled “The Reality of Integration Policies for Forced Migrants: The Case of Syrian Refugees in the United States.”

Clifford J. Camp (PhD current student) was promoted to Assistant Vice President for Student Affairs, Dean of Students, and 504 Coordinator at Madonna University in Livonia, MI.

Molly Cartwright (MPA current student) started as the Program Officer at the Grand Haven Area Community Foundation where she is a part of the team managing scholarships.

Kathleen Cordes (MPA, 2019) works for the State of Wisconsin Department of Health Services as the Wisconsin Immunization Registry Training and Documentation Specialist I. She spends much of her time developing new training materials, providing training, developing e-learning courses, and creating new organization structure for the online training courses.

Ryan Cyzman (MPA, 2017) is now the Division Administrator II for the Division of Otolaryngology, Head and Neck Surgery, at the Ann & Robert H. Lurie Children’s Hospital of Chicago. He is responsible for managing the administrative, strategic, operational, and financial functions.

Nancy Quarles (PhD, 2001) is appointed to the Michigan State Officers Compensation Commission.

Amanda Ri’Chard (MPA, 2012) became the Chief of Lead, Safe and Healthy Housing, at the D.C. Department of Energy and Environment.

Laura Lam (Member, SPAA Advisory Council) is named the Chief Operating Officer of the City of Kalamazoo. The Kalamazoo native looks forward to supporting the City workforce, strengthening its community partnerships, and effecting change through Imagine Kalamazoo plans.

Ei Po Po Khin (MPA, 2022) Works for the HALO Trust (Hazardous Area Life-support Organization) as the Program Officer based in Yangon, Myanmar office. She manages the program and its operation in Myanmar, with particular emphasises on managing various aspects of donor management and leading on coordination and monitoring of donor contracts and obligations.

She is also a consultant trainer on such topics as facilitation and communication, leadership and management, and peace and conflict resolution.
SPAA welcomes Dr. Christopher Surfus as a new faculty member beginning fall 2022! Dr. Surfus has Ph.D. and master’s degrees in public administration, master’s and bachelor’s degrees in business administration, and a graduate certificate in nonprofit leadership. He has over a decade of nonprofit leadership experience including as president of the Michigan Capital Area Chapter of the American Society for Public Administration (ASPA) and vice chair of ASPA’s LGBT Advocacy Alliance. He has consulted with several nonprofit organizations in West Michigan and advised municipal governments on diversity, equity, and inclusion (DEI). Having served as a postdoctoral research associate at the University of New Hampshire’s Institute on Disability during 2021-2022, he has an ongoing program of research, publications and presentations focusing on disability, LGBTQ+, and social equity issues. His teaching experience and interests include:

- PADM 3000: Foundations of Nonprofit Management
- PADM 6010: Econ Principles of Public Service
- PADM 6520: Health Care Economics & Finance

SPAA Professional Instructors

**Ruth Bates-Hill**  
Senior Researcher  
Fuller Seminary De Pree Center for Leadership  
SPAA courses taught:  
- PADM 6555—Managerial Epidemiology

**Nicole Milliman**  
Director of Philanthropy and Grants  
City of Dearborn  
SPAA courses taught:  
- PADM 2000—Introduction to Public and Nonprofit Service

**Tiffany White**  
Deputy Director  
Open Doors Kalamazoo  
SPAA courses taught:  
- PADM 5420—Nonprofit Accounting & Finance  
- PADM 6400—Managing NPOs

**Heather Jach**  
Director of Organization and Fund Development  
Farmers All Theatre  
SPAA courses taught:  
- PADM 5270—Human Resources Administration  
- PADM 5870—Fund Raising for NPOs  
- PADM 6435—Marketing & Community Engagement

**Samuel Morseau**  
Director of Education  
Pokagon Band of Potawatomi, Dowagiac  
SPAA courses taught:  
- PADM 5990—Tribal Governance: Sovereignty through Self-determination

New Faculty

A note of appreciation to our professional, part-time instructors for helping us train tomorrow’s public servants and leaders!
Faculty Updates

Faculty Presentations and Publications


November 9, 2022, is a long way away, but in the U.S. it is never too early to speculate about electoral politics! Panel on Current Election Issues in Michigan, Michigan Capitol Area Chapter of the American Society of Public Administration, Online (February).


Wagle, U. (2022). Transitioning from a Faculty to an Academic Administrative Job in the US. A Panel at the Annual Conference of the Nepali Academics in America (NACA), Online (April).


The students, faculty, and staff at SPAA appreciate the generous financial contributions from the following individuals and institutions during the past year. These contributions have provided critical supports for the SPAA mission on education, scholarship, and professional growth as partly highlighted in this Newsletter.

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(If you do not see your name here, we sincerely apologize and please let us know for inclusion in future publications).

To support the School’s mission and activities please give online at [wmich.edu/spaa/giving](http://wmich.edu/spaa/giving)

Or donate by mailing your check to WMU Foundation Office
1903 W Michigan Ave, Kalamazoo, MI 49008-5403
(with a designation “School of Public Affairs and Administration”).

For other gift ideas that make a difference, please contact Dr. Udaya Wagle, SPAA Director, at (269) 387-8934 or [udaya.wagle@wmich.edu](mailto:udaya.wagle@wmich.edu).