

MASTER OF PUBLIC ADMINISTRATION

Beyond The Green

*Preparing
Innovative
Leaders for the
Public Sector*

INSIDE

MPA News2



Partnership with
Peace Corps

Alumni Update3

Trevor Whipple ('03)
Lisa Ventriss ('91)



Student Perspective4



MPA Students Save
Winter Festival

Community Connection...5

Snelling Center
Student Internships



Faculty Profile.....6



Richard Cate

Noteworthy.....7

New Books
Awards
Publications



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Maggie Gendron ('06), Brendan Andrews ('07), Dr. Nels Olson, Rachel Weston ('06), and Antoinette Habinshuti ('07)

MPA GRAD WINS SEAT IN LEGISLATURE

By Jon C. Reidel ('06 MPA Graduate)

There is a good chance that Rachel Weston, former president of the 2006 Graduate Student Senate, woke up on Nov. 8 feeling a little tired. She had been busy knocking on all of the roughly 3,000 doors in her Burlington district to tell them about her plans for livable wages, affordable healthcare and clean energy. In the process, she also registered more than 500 people to vote. The payoff came on Election Day when Weston, 25, easily won her bid to become one of Vermont's youngest state representatives. She was just six months removed from graduating from UVM's MPA program.

Weston says that the source of her interest in politics came from a class she took while a member of the program. The course, taught by former governor Madeleine Kunin, got her thinking about how underrepresented young people were in politics. "Less than five percent of elected officials nationwide are under age 35," she

says. "That was part of the reason I ran. So young people could have more of a voice."

Weston ran a campaign that utilized modern trends and technology. She generated 140 new Facebook friends during her campaign buildup, which helped create excitement among people her age who often communicate through cell phones, blogs, and Internet sites. She also threw a party called "Vote Loudly" at Nectar's, a local club, to celebrate the 500 voter registrations. "Young voters have different ways of communicating than past generations," she says.

Weston is now the youngest member of the Vermont House of Representatives. As such, she intends to be a voice for her generation, to keep her peers focused on thinking long-term as well as short. "When you have different voices in the Legislature, it really strengthens democracy," she said.



Dear Reader,

Welcome to the first edition of *Beyond the Green*, the newsletter of the Master of Public Administration program at the University of Vermont. "Beyond the Green" signifies a commitment that the UVM MPA program has to providing our students with opportunities to learn within and outside of the context of the classroom. On these pages you will find stories of MPA students, alumni, and faculty connecting the public administration field and its central concerns to the Vermont Statehouse, Burlington's Church Street, and Vermont's public schools. You will read of their commitment to the common good and desire to make a difference in Vermont and beyond.



CHRIS KOLIBA

As one of the directors of the MPA Program I often meet with prospective students, answering any questions that they have about the program. I also get a chance to ask them about what draws them here. To a person they describe their desire to connect their values to a career. Some come to the program with substantive experiences of working in the government or the non-profit sectors. Others come looking to shift gears, hoping to move from the world of private business into the public and non-profit sectors. The factor that unites them all is a commitment to guarding and advancing the common good. George Fredrickson referred to such commitment as "public spiritedness." As a member of the MPA faculty I have the privilege of working with faculty and student colleagues who share this "public spirit."

-Christopher Koliba
University of Vermont MPA Co-Director

Additional Newsletter Team Members:
Brian Melman ('08), Editor
Leslie Barchard, MPA Student Services
Anna Masozera, Design and Layout

MPA Begins Partnership Program with Peace Corps

By Brian Melman ('08)

When Professor Ned McMahon first joined the UVM community in 2002, one of his first thoughts was that "it was a Peace Corps kind of place. There was just a remarkably strong sense of social welfare and betterment, a special consciousness here." Prior to entering the world of academia, McMahon had spent ten years as Director of African Programs for the National Democratic Institute, where he'd often worked



EDWARD McMAHON

with returned Volunteers (RPCVs). It occurred to him that having RPCVs on campus could be enormously beneficial for the university, not only by invigorating classroom discussions, but also by serving as leaders in the community.

Last year, McMahon's vision paid off for the MPA program, which officially began what it expects to be a long and fruitful partnership with Peace Corps. The program became the 2nd department at UVM to accept RPCVs under the guidelines of the Peace Corps Fellows/USA program. There are now 5 RPCVs attending UVM as Fellows. Each not only hails from a different country of service, but brings with them the skills of a different specialty. There is a forestry specialist from Senegal, a health specialist from Nicaragua, a soil conservation specialist from Nepal, a community education specialist from Tonga, and a higher education specialist from Ukraine.

Fellows/USA is a unique project that pairs universities with former vol-

unteers in an effort to help promote a better understanding of other cultures among Americans. It also aims to develop and maintain partnerships that allow volunteers to immediately provide assistance to needy communities near their learning institutions. In return for financial assistance, UVM asks Fellows to pledge at least 120 hours toward community service, using the skills they learned overseas to benefit people here in the Burlington region.

The program, which is almost two decades old, works with more than 30 universities nationwide, including Columbia, Duke, Johns Hopkins, and Yale. Since its inception, nearly two thousand former Volunteers have participated.

McMahon, who runs the program in addition to his usual teaching and research duties, says having Fellows on campus is already paying dividends. "These people bring a vitality and range of experience and interests that enrich the UVM community and also the broader Vermont community as well. It is a win-win-win situation. The university gains, the community gains, and even the Peace Corps gains because the program is of interest to potential volunteers."

The future of the program here at UVM looks strong. "We're attracting a lot of interest," says McMahon. "A number of qualified applicants have already applied for next year." Included in that number are several candidates seeking an MPA degree. "I'd like to take them all," he says, "but it's a competitive process. In the future I am hopeful we can raise enough money, maybe find some potential donors, so we can take more."

McMahon teaches International Development and Non-Governmental Organization Management.



LISA VENTRISS

Lisa M. Ventriss ('91) is President of the Vermont Business Roundtable. Prior to joining the Roundtable in 2002, Ms. Ventriss was President of the Vermont Captive Insurance Association (1997-2002), and Director of Government Affairs for the Lake Champlain Regional Chamber of Commerce (1991-1997). Ventriss currently serves on the boards of Champlain College, Chittenden Bank, Greater Burlington Industrial Corporation, Maine Mutual Group, and University of Vermont Regional Advisory Board.

ATTENTION ALUM!

Are you a University of Vermont MPA alum? Keep in touch with your colleagues by contacting Leslie Barchard at Leslie.Barchard@uvm.edu.

Police Chief Credits MPA Program for Professional Success

By Brian Melman ('08)

Trevor S. Whipple ('03) was enjoying a satisfying and productive career as a police officer. As a member of the Barre City Police Department for more than 20 years, he had become a valued fixture in his community, serving as the Juvenile Officer and investigating hundreds of felony cases. He also presented lectures at numerous police seminars throughout New England. Yet Whipple felt strongly that he wanted to do more, to make better use of his experience by moving into a more fully evolved leadership role. "I realized that I wanted to continue my career by moving into an administrative position," he says. "I took some time to research available programs, exploring content and location. My research led me quickly to UVM's MPA program."



TREVOR WHIPPLE

In addition to fulfilling his full-time duties at the department, Whipple began hitting the books as well. His decision paid off quick and happy dividends. While still enrolled in the program, Whipple was selected to be the new Chief of Police for the City of Barre. Was this a coincidence? Not according to him. "I can't help but feel that being actively engaged in the MPA program furthered my chances in the selection process," he says.

For seven-plus years, Whipple served his community well as police chief. During this time he also began a second career as a college instructor, signing up to teach

classes in the Paralegal and Pre-Law Program of Woodbury College in 2002. He began teaching additional classes on Criminal Justice at the Community College of Vermont in 2003. "All throughout my law enforcement career I yearned to get back in the classroom as an instructor for adult students," says Whipple. "I love what I do in the field and I equally love sharing experience and knowledge in the classroom."

Yet as much as he enjoyed the life he had built, Whipple still wanted to be doing more. After 24 years in Barre City, he realized that he was ready for a new and invigorating career challenge. He wanted increased responsibility, a chance to serve a new and larger community. To do that he was going to have to make a big change. "I began looking for a position in a larger police department," he says.

His ambition was fulfilled in September of 2006, when he was asked to serve as Chief of Police for the city of South Burlington. Today Whipple continues to successfully oversee the operations of South Burlington's forty-seven member police department. He also continues to teach courses at both colleges. He has been a true boon to the communities he has served, fully embracing his roles as an officer, teacher, and leader. He is also a man who is doing exactly what he wants to be doing with his career. For this, he enthusiastically thanks the MPA program. "UVM was very good to me," he says. "I feel that the experience and education I gained while attending provided me with the skills needed to succeed and continue to grow in my chosen career."

OUR MISSION

The Master of Public Administration at the University of Vermont is a professional interdisciplinary degree that prepares public leaders by combining the theoretical and practical foundations of Public Administration with the democratic traditions of Vermont communities.

MPA Students Save Winter Festival

By Brian Melman ('08)

"Winter festival is ON!" This was the happy message being passed around the Burlington community, thanks to the leadership and initiative of graduate students from UVM's MPA and CDAE programs. Under the guidance of professor Lynn Gregory, these students managed to save one of the most popular features of Burlington's 14th annual Winterfest, the annual ice carving and snow sculpting exhibition held annually at the Burlington waterfront. The event, which had been funded an-



nually by a \$10,000 donation from the city of Burlington, had been cancelled in early January due to a budget crisis. That's when Gregory stepped in. Already slated to teach a course in Event Planning this spring, she saw a great opportunity to provide some hands-on, real-world instruction to her students.

From their very first meeting, she challenged them to find a way to save the exhibition. The class met for two weeks to learn the basics of event planning and to learn more about the way previous snow sculpting and ice carving events had been run. Then they got to work. The class was organized into groups lead by six students: Krista Balogh ('07), Jesse Bridges ('08), Sarah Kleinman ('08), Brendan Andrews ('07), Anna Telensky ('07), and Alice Day. Together, with the help of undergraduate students also taking the class, they got local sponsorship support, worked with the media, scheduled the participating sculptors, and set up the logistics of the event. Working hand in hand with organizations such as Vermont Special

Olympics, Chittenden Bank, and the New England Culinary Institute, the class developed and put on a successful event after just one month of planning.



Jesse Bridges ('08) and Krista Balogh ('07)

On Saturday, February 10th, thousands of people throughout the Burlington community and beyond came down to the Church Street Marketplace to observe the beautiful ice carving and snow sculpting exhibitions on display. "This is a great community event," said Nancy Bove of the Burlington Parks and Recreation Department. "I'm thrilled to see the partners come forward and embrace it and make it as special as everyone's come to expect."

STUDENT PERSPECTIVE

Students in Action: Student Internship Briefs



ANNA TELENSKY ('07)

Anna Telensky- Local Motion

Local Motion is a non-profit organization promoting bicycling, running, walking, in-line skating and the facilities that make such travel safe, easy, and fun.

"This internship has been an excellent opportunity for me to apply academic concepts around public sector organizations, nonprofit administration, policy advocacy, and budgeting to my experience within a real organization. I've also had an opportunity to work with an amazing group of community leaders. My work has primarily involved grant writing, fundraising, and special events planning for the organization. I'm also helping to launch a "Close the Gaps" campaign that will work with Burlington and nine surrounding towns to connect existing recreation paths into a regional network of trails."



ANTOINETTE HABINSHUTU ('07)

Students Help Vermont, Gain Experience at Snelling Center

By Russell Mills ('07)



The Snelling Center for Government is a non-partisan, non-profit organization that strives to foster responsible and ethical leadership, encourage public service by private citizens, and promote informed citizen participation in shaping public policy in Vermont.

says Chris Koliba, co-director of the MPA program. "They are helping meet the policy needs of the state and getting valuable experience that will eventually lead to a job."

Glenn McRae, Director of Public Policy Programs at the Snelling Center, agrees. "These collaborations have helped policy makers. Our goal when we started this collaboration was to make policy work better in the state

term lengths for elected officials. The Center is promoting a public discussion around a proposed Constitutional Amendment to change Vermont's governor and other officeholder's terms from two to four years. Secondly, in partnership with AARP, the Center has begun work on the Livable Cities Program. This is a program designed to engage elderly populations to help determine what policy steps need to be taken to prepare for an

"Our students are getting rich opportunities to work with non-profit agencies in the community and public sector," says Chris Koliba, co-director of the MPA program.

Founded in 1992, in honor of former governor Dick Snelling, it is supported by the work of several UVM interns, fellows, and graduate assistants.

Since 2003, the Snelling Center and the MPA program have formed an alliance to provide students with meaningful internship experiences. "Our students are getting rich opportunities to work with non-profit agencies in the community and public sector,"

by having access to researchers who were interested in participating. With access to students, we can get some of this important work done."

Thus far, students have completed internships in health care, energy policy, and numerous environmental issues. There are three major projects that MPA students are currently assisting with at the Center. First, they are engaging Vermonters on the issue of

rapidly growing aging population in Burlington. Lastly, the Snelling Center is working with the Vermont Agency of Transportation to develop a long range transportation business plan. McRae, who is also an adjunct professor in the MPA program, thinks the future possibilities for collaboration are limitless. "There's a lot of synergy between these organizations," he says. "Our work is only just beginning."

COMMUNITY CONNECTION

Internships- an integral part of the MPA Program at the University of Vermont

Antoinette Habinshuti- Department of Education, State of Vermont

"The opportunity to intern in the Department of Education arose after I finished a class on Local Administration Management taught by Educational Commissioner Richard Cate. My time there focused on learning the internal aspects of the organization, as well as its relationship with the State Board of Education and the Legislature. One of my favorite experiences was to go with the commissioner into legislative committee and observe him testify on a bill. This experience offered me a great opportunity to understand what was going on "across the street" at the Vermont State Legislature."



RUSSELL MILLS ('07)

Russell Mills- Lake Champlain Basin Program, Economic Indicators Project

"The goal of this project was to try to quantify the value of Lake Champlain to the overall economy of the region. In order to accomplish this goal, I went through the final reports of 600 local implementation grants totaling 2.9 million dollars to try to pull out indicators (economic and environmental). In addition, I calculated the matching funds generated from each grant in order to show the economic return from the investment."

Fall 2007 Courses

INTERPERSONAL AND SMALL GROUP
COMMUNICATION
Lynn Gregory

CRITICAL ISSUES IN TRANSPORTATION IN THE
21ST CENTURY
Adel Sadek/Lisa Aultman-Hall

FUNDAMENTALS OF PUBLIC ADMINISTRATION
Christopher Koliba

PUBLIC BUDGETING AND PUBLIC FINANCE
Kenneth Becker

INTRODUCTION TO PUBLIC POLICY
Joshua Farley

HEALTH CARE POLICY
Meg O'Donnell and Steve Kappel

COMMUNITY AND ECONOMIC DEVELOPMENT
Richard Schramm

ORGANIZATIONAL BEHAVIORS AND CULTURE
Robert Lawson and Doris Anderson

HUMAN RESOURCE MANAGEMENT
Richard Cate

MPA INTERNSHIP
Ken Becker or Glenn McRae

See www.uvm.edu/mpa for details.

FACULTY PROFILE

SPOTLIGHT ON: Richard Cate VT Education Commissioner and MPA Adjunct Professor

By Jon C. Reidel ('06)

When describing his life in public service, Richard Cate often uses the word "fun." The Vermont Education Commissioner and UVM instructor's idea of fun, however, is a little different than most. It includes cleaning up a \$19 billion budget for the New York State Department of Education, sifting through every state budget in America for the last 24 years for a Ph.D dissertation, and overseeing 150 soldiers at a base in Korea as a young first lieutenant in the U.S. Army. "I'm not sure why I see it that way," says Cate. "Where other people see problems and stress, I see challenges. I like to find creative solutions. My theory truly is that in a work environment there isn't any problem you can't solve."

Cate is currently sharing his lifetime of administrative experience as an adjunct professor in UVM's MPA program where he teaches courses in *Local Government Administration*, *State Administration*, and *Human Resources Management*. "Richard Cate is one of our most popular instructors," says Chris Koliba, co-director of the MPA program. "Our students find him to be very engaging and a tremendous wealth of information and experience. He has emerged as a real star in the classroom. He embodies the kind of scholar-practitioner links that we are trying to cultivate in our program."

Cate has had a diverse and impressive public service career. He has been the city manager of Barre, executive director of the Vermont Superintendent's Organization, and chief financial officer of the New York State Department of Education. In 2003, he returned to Vermont to become the state's education commissioner. Cate also continues on with his



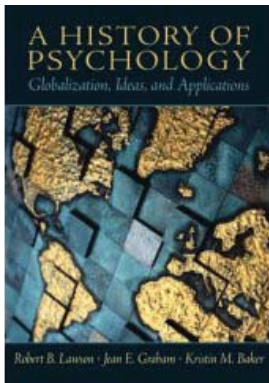
own scholarly work. His Ph.D dissertation includes the first-ever analysis of the budgets of all fifty states over the last quarter-century.

"I think anyone can be a great leader," says Cate. "But I think it comes easier to some. I don't pretend to be a great leader, but I am someone who yearns for that kind of work. For me, it's all about how to make it happen."

Faculty

DORIS ANDERSON ('04)
KENNETH BECKER
FRANK BRYAN
RICHARD CATE
JOSHUA FARLEY
GARY FLOMENHOFT
LYNN GREGORY
RICHARD JOHNSON, III
STEVE KAPPEL ('03)
CHRISTOPHER KOLIBA
JANE KOLODINSKY
GILBERT KUJOVICH
ROBERT LAWSON
NED MCMAHON
GLENN MCRAE
MEG O'DONNELL
THOMAS PATTERSON
FREDERICK SCHMIDT
RICHARD SCHRAMM
MARJAN VAN DEN BELT
JANE VAN BUREN

In addition to permanent faculty, the MPA program at the University of Vermont attracts distinguished practitioners who teach MPA courses. Read more about these faculty members and lecturers at www.uvm.edu/mpa.



A History of Psychology by Robert Lawson

Published by Prentice Hall, 2006

This comprehensive and engaging history presents psychology as a global science, discusses the nature and methods of historical analysis, and integrates overarching psychological principles, ideas, and applications that have shaped the global history of psychology. The volume integrates materials from religion, philosophy and biology into the historical development of psychology and contextualizes developments in psychology by including a treatment of issues in the local culture, society, and global culture.

Robert Lawson teaches "Organizational Behavior and Cultures" for the MPA Program. He served as Director of the program from 1999-2003.

NOTEWORTHY

Awards, Honors, and Presentations

Steve Kappel ('03) received the Vermont Public Service Award at the Bi-State Primary Care Association's Primary Care Conference at the Lake Morey Resort on May 24, 2006.

Glenn McRae was the lead organizer of the Orientation Program for new Vermont state legislators November 30-December 2, 2006.

Gary Flomenhoft was named a Fellow of the Gund Institute for Ecological Economics at the University of Vermont in January 2007.

Thomas Patterson gave a presentation on Vermont Interactive Television to SOUL (Save Our Urban Landscape) participants, January 2007. UVM Extension System.

Edward McMahon presented "The Community of Democracies: Regional International Organizations and Democracy Promotion" in Bamako, Mali in March 2007.

Jane Kolodinsky is serving on the Board of Advisors of Vermont Organic Fiber, a Middlebury, Vermont company.

Richard Schramm will be awarded the Lifetime Achievement Award from the School of Community Economic Development, Southern New Hampshire University, Manchester, NH in June 2007.

Recent Publications

Bryan, F. contributed two chapters ("Political Participation" and "Leading America into the 21st Century") for *Government In the Countryside*, Gary Aguiar (ed), Kendall/Hunt Publishing, 2007.

Bryan, F. contributed two articles to the Burlington Free Press on March 4, 2007: "Town Meeting: The People's Congress" and "Women Rule at Town Meeting."

Cate, R. released a paper in May 2006: "The Governance of Education in Vermont: 1777 – 2006." This led to a series of 30 public meetings currently underway to discuss with Vermonters the possibility of reducing the number of school districts in the state from 280 to 58.

Farley, J., Baker, D., Batker, D., Koliba, C., Matteson, R., and Mills, R. ('07), (in press). *Opening the Policy Window for Paradigm Shifts: Katrina as a Focusing Event*. Ecological Economics.

Johnson, R. and Rivera, M., *Refocusing Human Resources Management Graduate Education: A Need for Diversity Competencies*. *Journal of Public Affairs and Education (J-PAE)*, Winter Edition 2008.

Koliba, C. and Lathrop, J. 2007. *Inquiry as Intervention: Employing Action Research to Support an Organization's Capacity to Learn*. *Administration & Society*. 39(1): 51-76.

Koliba, C. 2006. *Serving the Public Interest Across Sectors: Assessing the Implications of Network Governance*. *Administrative Theory & Praxis*. 28(4): 593-601.

Patterson, T. 2007. *The Rise and Fall of Innovative Education: An Australian University Case Study*. *Journal of Innovation Higher Education*. 22(2).

Schmidt, M.C. ('06) and **Kolodinsky, J.** (in press, 2007). *Microenterprise Development Program Success: A Path Analysis of Factors That Lead To and Mediate Client Success*. *Journal of Development Entrepreneurship*.



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Summer 2007 MPA Courses

NETWORKING FOR SUCCESS
 Lynn Gregory/ May 14-25

**INTRODUCTION TO LAW AND THE
 LEGAL PROCESS**
 Laurence White/ June 25- July 27

PUBLIC RELATIONS FOR NONPROFITS
 Tina Carroll McCorkindale/
 July 23- August 3

WOMEN, POWER, AND LEADERSHIP
 Jane Van Buren/ July 9-19

**CRASH, BANG, BOOM. INCIDENT
 ANALYSIS**
 Kieran M. Killeen/ July 9- July 20

ENERGY POLICY
 Gary Flomenhoft/ May 29- June 13

ADMINISTRATIVE ETHICS
 Curtis Ventriss/ May 31- June 9



Dr. Thomas Patterson with MPA students



MPA EVENTS

ANNUAL MPA STUDENT DINNER
 Guest Speaker: Peter Clavelle
 Main Street Landing
 April 20, 2007

2007 MPA GRADUATE RECEPTION
 Cook Commons, Billings Center
 After the Hooding Ceremony
 May 19, 2007; 3:30-5:00 PM

COMMUNITY-BASED RESEARCH INSTITUTE



Dr. Marullo of Georgetown University

Dr. Sam Marullo from Georgetown University speaks at the recent Community-Based Research Institute held on the UVM campus in March of 2007. Academics and practitioners from across northern New England attended the two-day event. In this photo Marullo is discussing projects in which the university partnered with area non-profits to address educational and housing needs.

Find all the latest MPA news and events at
www.uvm.edu/mpa.