On March 29, Eastern Washington University's College of Business and Public Administration announced the implementation of the Terry Novak Public Service Endowment. This endowment was established to honor the late Dr. Novak's legacy of service and dedication to EWU and the greater Spokane region after passing in 2009.

The university and its faculty and staff, the Spokane community, and most notably Barbara Novak and the extended Novak family, have joined together to create a $25,000 endowment to provide an annual scholarship to an Eastern student who is pursuing a Master of Public Administration degree. Eligible students must intend to have a career as a practitioner in the public service sector.

Dr. Novak was a professor in the Public Administration program and had an extraordinary career as a public servant, both professionally and as a volunteer. During his career, he served as the city manager of Hopkins, Minn., Columbia, Mo. and Spokane, Wash. In 1991, Novak left local government to pursue opportunities in higher education. Over the years, he served on the boards of professional organizations and intergovernmental committees for the City of Spokane, Spokane County and the state of Washington. In his final years as a professor, Novak was an advocate for those programs and support structures that assisted in helping Eastern students who were looking to make a difference in their communities.

During his life, Dr. Novak championed the role of mentor. He knew how powerful that role could be in a person's life. He was inspired by students who overcame great challenges and provided great leadership and expertise to the greater Spokane community and beyond.

Barbara Novak is appreciative of everyone's efforts to make this dream possible and knows that Terry's legacy has "come to life" with the implementation of this endowment.

Continued donations to the endowment are welcome. Gifts can be made to the EWU Foundation, attention Terry Novak Endowment, 102 Hargreaves Hall, Cheney, WA, 99004.
MPA Director’s Message
BY DR. LARRY LUTON

It has been an exciting year for EWU’s MPA program! We have had record enrollments, hired a new faculty member, re-hired and promoted Dr. London, and began working with the other programs in our department (planning and health services administration) to better integrate our programs.

First, the record enrollments. We began by setting a new all-time enrollment record last spring quarter (9 percent higher than the previous record). Fall quarter 2010 surpassed that mark by 15 percent. Winter quarter 2011 surpassed that mark by 12 percent, and spring quarter 2011 was second only to Winter 2011 but still 24 percent higher than spring 2010 (when we began setting new records). This has meant that our classes have been larger than our historic norms, often surpassing the official enrollment caps. Some students have had to settle for schedules that were not ideal, but we have worked to make sure that no one suffered a delay in their expected graduation quarter. Obviously, this has meant more work for the faculty, but we all agreed to accept that extra work for the good of the program.

Second, we hired a new assistant professor, Maria Veronica Elias. She is originally from Argentina, obtained her PhD from the University of Akron, and has three years of teaching experience at the University of Indiana – Purdue University, Fort Wayne. Dr. Elias has an educational background that prepares her to teach courses in the public administration and planning programs. Spanish is her native language and she speaks several languages fluently. With values, approaches and interests that fit very well in our program and department, she is going to be a fantastic addition to our faculty team.

We have not only re-hired Dr. London, but have asked that she take over as director of the MPA program. (I will become chair of the department beginning July 1.) I know that our students will miss having as many opportunities to take classes from her as they have been accustomed to, but now they will benefit from her wisdom and skills in new ways. I will miss being MPA director, but I know that the program will be in very good hands.

Finally, working with the other programs in the department, we have begun developing ways to integrate our curricula in areas of common interest. The first areas we have targeted for this process are policy analysis, research approaches, project management and performance measurement. With fewer state dollars coming to the university, we think this integration effort will put us in a better position to maintain the quality of our programs and take advantage of new opportunities as they develop. In interesting times, it is good to be part of an imaginative and forward-looking department.

INTERNSHIP AND VOLUNTEER WATCH

The EWU Masters of Public Administration Program is always looking for internship and/or volunteer opportunities for students in order to gain hands-on experience in today’s public sector. Internships and volunteer work offer a unique experience to our masters students. The opportunity to apply what they have learned in the classroom allows students to refine their understandings and improve public management practices. If you know of any non-profit or public service internship/volunteer opening, we ask that you please contact Eastern Washington University’s MPA program. Email: mpa@ewu.edu, Phone: 509.828.1218, Fax: 509.828.2147
MPA Student Profiles

Tracey Waring

BY PATRICK ANDERSON

Tracey Waring came to Eastern Washington University fall quarter of 2005, making the decision to continue her education after working in the private sector for 26 years. While at Eastern, Tracy earned her bachelor’s degree in interdisciplinary studies accompanied by minors in sociology, criminal justice and religious studies. Upon completion of her undergraduate degree, she decided she wanted to pursue a graduate-level degree. She applied for a dual masters degree in Public Administration and Social Work offered at Eastern and was accepted into both programs following the completion of her undergraduate work.

When asked what brought her to the program, Tracey replied, “I have always been a person who has wanted to serve others. The private sector provided little opportunity for my desire and was not fulfilling at the day’s end.” Contributing to her desire to help others, while in the MPA program Tracey founded the Spokane nonprofit organization Great Opportunities for a Lifetime, also known as the G. O. A. L. Project. Tracey stated her nonprofit is expanding operations due to growth and is moving services from 2404 N. Howard to a new location at 1423 W. Broadway in Spokane, Wash. This organization is designed to help people of low-income status and/or in transitional phases of their life excel and overcome their struggles. The G. O. A. L. Project helps individuals by providing access to interview appropriate attire, including accessories and hygiene products. Tracey also stated that the G. O. A. L. Project is also currently offering part-time access to counseling and career services to both men and women.

I asked Tracey how the MPA program has helped her develop the G. O. A. L. Project and she replied, “having taken classes such as Grant Writing, Nonprofit Management, Policy Analysis and Program Evaluation, I have acquired skills that have helped me establish a successful program.” Tracey added that the faculty of the MPA program have afforded her the opportunity to explore innovative and creative programs to further the success of the G. O. A. L. Project. Tracey also credits her MPA experience for her success in receiving Avista’s Social Impact Award in the Inland Northwest Business Plan Competition for the past three years.

Upon graduation from the program this spring, Tracey hopes to continue her role as Executive Director for the G. O. A. L. Project. She would like to see her organization expand and establish larger partnerships throughout the Spokane community. “This experience has allowed me to see people succeed and that is the greatest reward” said Tracey. For more information about the G. O. A. L. Project visit www.thegoalproject.org.

Nodar Kherkheulidze

BY PATRICK ANDERSON

Nodar came to Eastern from his home town of Tbilisi, Georgia. He graduated from Tbilisi State University with a bachelor’s degree in English. Nodar also minored in the subject of jurisprudence while attending college in Georgia.

Before coming to the MPA program this fall, Nodar was employed by the Georgian government for seven years. For three years, Nodar worked as the chief of staff for the European Integration Committee of the Parliament. In 2007, he was encouraged to join the executive branch in the capacity of chief of staff for the State Minister’s office in Conflict Resolution Issues. He was later promoted to deputy director for the Administrative Department of Ministry of Foreign Affairs. In 2008, he returned to the Parliament and he worked as an assistant to the chairman of the Parliament, until departing to the U.S. When asked what influenced him to work for his nation’s government, he replied, “as just like many others, I saw the hope for a change and a better future that emerged from the Rose Revolution in 2003.”

Having seven years of work experience in both the legislative and executive branches of the government, Nodar had gathered some valuable practical experience in civil service. Despite his experiences, he felt a lack of theoretical knowledge and sought a deeper understanding for public management and policy issues. This is what led Nodar to pursue a MPA degree at Eastern. “This program has helped me to understand the soul of the public administration, familiarize myself with U.S. customs and government functions, and has helped me to identify modern trends and challenges in public management,” said Nodar. Nodar believes that this new knowledge, combined with his practical awareness, will not only help him to become a successful public administrator but also contribute to the success of ongoing policy reforms currently underway in Georgia.

Upon return to Georgia, Nodar hopes to continue a career in civil service. He also has aspirations to get deeply involved with the educational aspects of the field of public administration. He hopes his contribution can help further the development of public administration study and practice in Georgia.
New Faculty

**Dr. Maria Veronica Elias**

Dr. Elias is the newest member of the EWU MPA faculty and will be joining us in the fall quarter of 2011. She has taught survey research, Introduction to public affairs, managing behavior in public organizations, environment and people, administrative ethics, the public organization and public policy process.

Her ongoing research focuses on the role of grassroots organizations in local governance processes. More precisely, she has studied collaboration processes as evolved by neighborhood organizations and their role in local governance, such as through the provision of public services in decayed areas and the improvement of inner city areas by the citizen-laden practices. Moreover, in the last year she has studied and tried to advance theories of collaborative governance by connecting and expanding existing ideas of deliberative democracy as “negotiation” or “talking back” to ongoing processes of co-creation between citizens and government.

Currently, Dr. Elias is researching the issue of fear in government and in shared citizenship in Argentina. This research explores different epistemological approaches to the study of collaborative governance process, with an emphasis on interpretive phenomenology and ethnography.

Dr. Elias has served on different university and departmental committees, such as a university wide curriculum review subcommittee and a departmental scholarship committee (this year as the chair). Furthermore, she has served as a blind peer reviewer for the following professional journals: Public Administration Quarterly, Administrative Theory and Praxis, and the International Journal of Knowledge, Technology and Society. She also currently serves on the Public Administration Theory Network’s (PAT-Net) Editorship Transition Committee, as well as in this year’s PAT-Net’s annual conference program committee.

Dr. Elias looks forward to joining the rest of the faculty at Eastern in the fall, and is especially excited to get to know the students in the classroom.

**MPA Faculty**

**Dr. Larry Luton**

Dr. Luton enjoys regularly teaching public policy analysis and administrative law. This year, he presented a paper on qualitative research approaches in public administration at the Western Political Science Association’s annual meeting in San Antonio, Texas, April 22. He also presented a paper at the Public Administration Theory Network Conference in May on rational choice theory as it was developed by the Nobel Prize winning economist, Elinor Ostrom. Dr. Luton is pleased to announce he has been selected as the next editor of Administrative Theory & Praxis. He will assume his role as editor this summer and looks forward to the experience.

Outside of the classroom he continues to serve on the Citizen Advisory Committee of the Spokane Transit Authority (STA). The committee’s focus is on developing a sustainability section for the STA’s comprehensive plan.

**Dr. Robert Zinke**

Dr. Zinke has enjoyed teaching a collection of courses this year, including concepts and values, administrative ethics, public sector organizational theory and public sector grant writing. Dr. Zinke wrote a paper titled, “Creation and Order: The Administrative Legacy of the Ancient World” for the Public Administration Theory Network Conference held in May in Richmond, Va.

Outside of the classroom, Dr. Zinke serves as the secretary for the Faculty Organization for Eastern Washington University. He has also continued to serve as a den leader for Cub Scout Pack 356 in Cheney.
**Roger Crum**

Roger Crum has taught city government and administration (fall quarter 2010), labor relations (winter quarter 2011) and collective bargaining (spring quarter 2011).

Roger served five years as an officer in the Air Force and eight years as a systems engineering supervisor in the aerospace industry before joining the public sector. Under a National Science Foundation program he became a technology transfer advisor to local government, then moved into management. He served as deputy city manager and city manager of Spokane, Wash. and city manager of Evanston, Ill., before retiring from full-time employment.

**Martha Lou Wheatley-Billeter**

Martha Lou Wheatley-Billeter taught diversity issues in management winter quarter of 2010, public employment, winter and spring quarters 2011 and public relations for public administration, spring quarter 2010 and 2011.

Aside from teaching, Martha Lou works for Spokane County as the public information and communications manager. She is responsible for media relations and implementation of public information and communication plans that are designed to inform citizens about Spokane County government, departments, services and projects. Since 2001, Martha Lou has enjoyed serving as a volunteer on the City of Spokane Park Board.

**Gerry Gemmill**

He is excited to be teaching for Eastern Washington University's MPA program. Gerry taught public planning and budgeting in the fall and winter quarters, and is planning to teach that course again in the next academic year.

Gerry worked for Spokane County for 34 years. He started as an entry-level laborer and eventually worked his way up to senior manager, overseeing multiple departments. Gerry retired from the County two years ago and immediately took up the challenge of being deputy director for the City of Spokane Public Works and Utilities.

**Dr. Rosanne London**

Dr. London is looking forward to becoming the MPA Program director, taking on some new challenges and working with the new MPA faculty member, Dr. Maria Veronica Elias this fall. She is excited to announce that for the first time the program is offering PADM 501 (research methods) in the summer. “It will be a shortened, concentrated course running twice a week until the end of July,” said Dr. London.

This fall, Dr. London said she will be teaching public personnel management along with an elective, weekend course: the Constitution and public administration. She looks forward to teaching nonprofit management, research applications, and contract management.

Outside of the classroom, Dr. London serves on the EWU Academic Integrity Committee. She also enjoys studying her research interests: nonprofit and contract management and workplace violence.
Judy Hutchinson

BY PATRICK ANDERSON
Judy graduated from our program in June of 2007. While in the program, there were a lot of things she liked, but her best experiences were the people she encountered. “I am a people person, so it was great to meet other students and the professors,” said Judy. Judy explained that the program encouraged her to “engage in some great conversation, share opposing opinions and expand her scope of thinking.” The program allowed Judy to make some valuable friendships, which helped her to improve her social and professional networking skills. Another benefit the program offered expressed by Judy was the wide range of curriculum offered. “I enjoyed the variety of classes that I took while pursuing my MPA degree. One class in particular, I kept postponing because I dreading the thought of it…and it ended up being my favorite class, administrative law. I enjoyed the excellent conversations and debates that abounded in that class,” said Judy.

After graduation, Judy stated that she thought about starting a PhD program but could not decide on a program that she wanted to pursue. “Some advice that I was given during my early higher education career was vary your educational path, choose programs that will complement each other but not be just another higher level of the same thing. I took that advice and feel that I am more marketable,” said Judy.

Judy is currently a supervisor in DSHS, Division of Developmental Disabilities (DDD). She supervises nine staff members and is responsible for coordinating three different DDD programs. She stated, “How laws are made and the roles and responsibilities of the legislative body; the different types of special interest groups, the power they have and how they affect organizations; how large organizations work and the art of negotiation are all topics learned.”

Jon Panamaroff

BY PATRICK ANDERSON
Jon graduated from the EWU MPA program in 2005. While in the program, Jon enjoyed the challenge of the classroom as well as the program’s unique ability to structure curriculum around the needs and interests of the students.

Since graduating from the program, Jon has structured his professional career around his areas of study at Eastern (finance, public administration and Native American economic development). Jon has served as Northwest Zone credit manager for the Office of Indian Energy and Economic Development’s Division of Capital Investments at the Department of the Interior. Prior to his role as Northwest Zone credit manager, he was vice president of business development and senior commercial lending officer at Native American Bank. “I have been honored to been directly involved in managing or generating over $500 million of investment capital into my Native communities.”
(Panamaroff, cont.)

This investment went directly to our individual Native entrepreneurs, tribes, tribally and Alaska Native owned enterprises,” said Jon. While at the Office of Indian Energy and Economic Development, Jon was able set himself apart by providing nearly $60 million loan guaranties in 2009, to tribal enterprises while working with and visiting many of the 110 tribes in the Northwest Zone to discuss solutions to Native American enterprise development. His actions were recognized and Jon was selected for the Department of Interior’s Indian Affairs Leadership Development Program which grooms GS14 &15 managers for Senior Executive Service positions. As a vice president at Native American bank Jon serviced his 26 tribal and Alaska Native corporation owners by producing much of the bank’s commercial loan portfolio. When leaving the bank, Jon was presented with the Best Business Development Officer award.

Jon is currently the chief operating officer and director of Lending for First Nations Oweesta. First Nations Oweesta is a national organization that works with Indigenous peoples living in some of the most rural locations in the United States, including American Indian reservations, traditional Native lands, Hawaiian homelands and in Alaska Native villages. It has worked with hundreds of Native communities and organizations, from Alaska to Louisiana and Maine to Hawaii.

“As a former federal employee and currently a federal contractor who works with all 562 federally recognized tribes throughout the country, the EWU MPA Program (along with my BA—business administration from EWU) was the foundation that has given me the opportunity to assist my people in our goal of economic self-determination.”

Mother and Daughter to Walk at Graduation

BY PATRICK ANDERSON

This year the MPA program is celebrating the commencement of a couple of mother/daughter graduates, Karen and Heather Hovatter.

Karen decided to pursue a masters degree in public administration after she had a successful experience working for the city of Vancouver. Today, Karen enjoys her current position with the U.S. Army Corps of Engineers. She plans to work for a few more years and then she would like to apply her skills volunteering for a nonprofit organization. Karen credits Dr. London for introducing her to the world of nonprofit organizations.

When asked about her daughter, Karen stated “I am very proud of my daughter’s accomplishments and excited that we will march together at graduation, we will both be receiving our second master’s degrees.” Surprisingly, Karen noted, they did not have any classes together. “We did share text books and encouragement for each other,” said Karen.

Heather came to Eastern after working as a work-study student at SFCC. She had the opportunity to work in the financial aid office located on the EWU Cheney campus. Here is where she discovered just how much she loved working with students. Her work was not a cutthroat, fast paced, workplace; it was about seeing students succeed and managing a nonprofit public service. This experience, helped Heather determine that she wanted to sustain a career at a university. As a result, Heather, wanting to understand public administration in a more comprehensive way, pursued an MPA degree.

When asked what it has been like sharing the experience with her mother, Heather replied, “It has been a great experience going through the MPA program with my mother. She was there to encourage me when I had hard days juggling work, kids and school. She taught me to finish what you start. My mother is an amazing woman who can do anything she puts her mind into doing. She is my role model and I admire her drive and ambition.”
Out of Africa

BY PATRICK ANDERSON

David Nderitu was born in Kenya and lived there for 35 years before moving to the United States. David spent his early years working on his parents’ farm, attending to livestock in the tropical forests and savannah pastures of Kenya. When he was a boy, he developed keen interest in reading. As a result, he craved new ideas and information. David graduated from high school, and, in 1992, he earned a law degree at the University of Nairobi in Kenya. He was motivated to obtain a law degree by the injustice he saw in his community. For 10 years, David had a successful law practice career but argues that he didn’t find the answers he had hoped to find in this profession, especially in regard to public policy.

David moved to the United States with his wife Lucy and their daughter Tammy in 2005. Prior to his enrollment in the MPA program, David proudly says that he held a job as a semi truck driver. Here David stated, “It allowed me to really experience the American culture.” In spring of 2010, David was accepted into the program and began to pursue his interests in public policy and government operations. David has contributed significantly to the classroom experience since his arrival in 2010. In his final weeks in the program, David presented a paper titled, “The Culture of ‘Kitu Kidogo’ In Kenya: How Should Kenya Deal with the Problem of Rampant Corruption” at the EWU Symposium. “The faculty is the greatest asset in this program. I cannot thank Drs. London, Luton and Zinke enough. Without them, I would not be in the position I am today in understanding various aspects of public administration” said David. After graduation David intends on pursing a PhD in public administration and hopes to someday return to Kenya to make a difference.