Aloha, from Morgen Johansen,

It’s an exciting time for PUBA as the Program celebrates more than thirty years of *Building Public Service Leadership*, and is going through a series of big transitions. PUBA is experiencing the departure and arrival of new faculty, as well as curriculum and leadership changes.

Dick Pratt, the Program’s founder, is retiring at the end of this year (see “Mahalo and Aloha to Dick Pratt upon his Retirement,” pg. 2). The University will continue to benefit from Dick’s experience and advice as he will serve as a special advisor to the Dean of the College of Social Sciences on International and Community Programs, and as an advisor for the planning and development of the Daniel K. Inouye Center for Democratic Leadership.

PUBA welcomed a new faculty member this year, Dr. Taehee Kim, from Rutgers University (pg. 4). Dr. Kim has experience in performance management and will be teaching courses in human resources management and our new Introduction to Public Administration course. Taehee has already shown that she is an asset to our program both in terms of her excellent teaching and her stellar research record.

PUBA has also seen a change in our advisory board. Long serving members Robbie Alm, Tom Brislin, and Jim Dator have stepped down from our board. PUBA welcomed two new advisor board members, Jennifer Winter and Blake Oshiro, and we are fortunate to have their expertise.

Starting in Fall 2015, the program will strengthen its curriculum as we pursue accreditation from the Network of Schools of Public Policy, Public Affairs and Administration (NASPAA) (see “Accreditation” pg. 6). This year’s class will be the last PUBA cohort to participate in the Core Year curriculum structure. The new curriculum will have several new courses including new content in human resources management, research methods, leadership and ethics, communication and organizational theory, and budgeting and policy analysis. PUBA will now offer a part-time option as well as a full time option to give students greater flexibility. The faculty have worked very hard this year to make these changes possible and we are excited to see what happens next year.

PUBA’s leadership has changed as well. Susan Chandler served as Program Director in Fall 2014, and I was elected Program Director starting January 2015. Susan continues to serve the department in her role as Graduate Chair. Throughout this transition, PUBA continues to rely on the support of our students, alumni, and others in the community who are committed to PUBA’s mission of Building Public Service Leadership. To that end, we are planning a PUBA reunion in early Fall 2015, which we hope you will attend as we honor the last 30 years of PUBA and welcome in the next 30.
Mahalo & Aloha to Dick Pratt upon his Retirement

Professor Richard “Dick” Pratt served as the Director of the UH Public Administration Program from its inception in 1983 for most of the years that followed until 2013. He, Deane Neubauer and others led the initiative for the University to add a Certificate program to the College of Social Sciences and subsequently the Masters program in 1991. Government plays a big role in Hawai‘i and the Program responded to the need to provide education and training for people in these positions. It recognized that while people already had experience or education within a particular field, being effective in public service work required its own perspective, knowledge and skills. After the masters degree was in place, Dick worked to add a certificate track in nonprofit management that acknowledged the importance of nonprofit organizations in our community. He also worked with others to establish the Organizational Learning Institute to provide support to public organizations and to put them on a path to continuous improvement.

After PUBA was well established, Dick was able to move into areas of international focus. He began working in Thailand in 1996 at Khon Kaen University and his work in Mongolia began in 2002 with the National Academy of Governance, where he was made an Honorary Professor. He has been the recipient of three Fulbright awards: two for institutional consultation and one as a Fulbright Scholar. He has also been in residence at three universities in Japan.

Over the past 30 years, PUBA has graduated hundreds from its degree and certificate programs.

Alumnae have filled important positions in federal, state, local and nonprofit organizations in the Islands as well as positions on the mainland and internationally.

Under Dick’s leadership, areas such as critical thinking and judgment, respect for divergent opinions, collaborative relationships and teamwork, and feedback from peers and stakeholders, have imbued the program. Students experience synergy when there is clear understanding of purpose, shared commitment to process, integrity, and a focus on the public good. Leadership is encouraged based on a broad contextual perspective combined with an understanding of cultural norms and influences within the organization and its community.

Working with others, Dick laid the groundwork for an all-inclusive, highly interactive curriculum and an enriching learning experience that alumnae continue to draw from in their professional lives and beyond in service to the community. Dick’s vision of a public servant can best be portrayed as the “servant leader” who contributes to the public good and serves as a catalyst for positive change in their respective organizations.

For three decades, Dick’s passion and commitment put students first. He was resolute in shaping a nurturing learning environment. PUBA students and alumnae could count on access to thoughtful advice, both inside and outside the classroom.

We honor Dick Pratt as PUBA’s founder and acknowledge his lasting contributions through the educational foundation he laid for generations committed to effective public service.

From the PUBA Community
Jeff Ady

Teaching

Publications
Writing a book about Public Administration across cultures.

Susan Chandler

Teaching
Dr. Chandler taught “Collaborative Public Management” (PUBA 665); an on-line, undergraduate course called “Survey of Public Policy and Analysis” (PPC 330); and she will be offering a new undergraduate course called “Facilitating Organizational Change” (PACE 485). In the Fall she will teach PUBA 630: Nonprofit Management. Susan served on two Ph.D. committees for students who will graduate this spring. One student in architecture developed plans for a Children’s Justice Center Building in Hilo, and the other, in Communications, tracked domestic sex trafficking trends within the United States using network analysis methods. Dr. Chandler is the research advisor for a student in Conflict Resolution on the topic of intimate violence among married women in Vietnam. Dr. Chandler and Carole Peterson completed a proposal for a new B.A. in “Public Affairs, Peace and Conflict Studies.

Scholarly Activities
“Innovation and the Knowledge Vacuum: Theoretical Challenges of E-Government”, co-authored with Taehyon Choi. Accepted for presentation at the 2015 Academy of Management Annual Meeting in Canada.


Service
Dr. Chandler served as Chair of PUBA in the fall 2014. She oversaw the development & approval of a revised PUBA curriculum which will be implemented in fall 2015, enabling PUBA to apply for national accreditation. Susan has been working as a researcher and consultant with the Department of Human Services. She is currently the P.I. (with co-P.I. Dr. Mary Berry, Director of the Center on Family), on a five-year evaluation project of Hawai’i’s Title IV-E Waiver demonstration project. The goal is to reduce the number of children entering the foster care system and reduce the length of time children spend in foster care. She continues to lead the Coordinating Committee for Wraparound Services; is the policy chair for PHOCUSED, Inc., & was appointed by Judge Browning to serve on the Juvenile Delinquency Alternatives Initiative (JDAI).

David Nixon

Teaching
In Fall 2014 he led the PUBA 600 Core Year course and in Spring 2015 he taught new Research Methods course.
Tae Kim

Teaching
In Spring 2015 she taught a new Human Resources Management course. In summer session II, she will teach: PUBA 667: Diversity Management. In Fall 2015, she will teach a new course called PUBA 602: Introduction to Public Administration.

Publications
“Public Employees and Performance Appraisal: A Study of Antecedents to Employees’ Perception of the Process,” with Marc Holzer (Rutgers). Review of Public Personnel Administration, (online before print October, 2014)

“How Does Supervisor Support and Diversity Management Affect Employee Participation in Family-Friendly Policies?,” with Lauren Bock Mullins (Long Island Univ.) Review of Public Personnel Administration, (online before print October, 2014)

“At the front lines: Examining the Effects of Perceived Job Significance, Employee Commitment, and Job Involvement on PSM,” with Alex Henderson (Long Island Univ.) & Taeho Eom (Yonsei Univ.) International Review of Administrative Sciences, (forthcoming)


Conference Presentations

Chris Grandy

Service
Continuing to serve as a member of the Hawaii State Council on Revenues.

Teaching
In Fall 2014 he co-taught the core year course and in Spring 2015 he taught PUBA 662: Applied Policy Analysis. In Fall 2015 he will be teaching a new course called PUBA 609: Policy Analysis and Implementation and a new online course called PUBA 667: The Lifecycle of Rules.

In August 2014 he was a Visiting Lecturer, for the Faculty of Economics, Shinshu University, Matsumoto, Japan.

Presentations
Hawaii's Economy, Prepared for visiting students from Shinshu University (Matsumoto, Japan), 2/19/15.

Economic Outlook 2015, Kukui Connection with Marilyn Lee, Olelo Channel 54, 2/5/15.


Forecasting Budget Revenue: Hawaii State Council on Revenues, Prepared for College of Law and Economics, Shinshu University, Matsumoto, Japan, 8/11/14.


Dick Pratt

Teaching

In fall 2014 Dick taught "Reforming Public Organizations," capstone planning & the Core Year module on critical thinking. In the spring he taught "Strategies of Change - Leaders and Leadership" with Robbie Alm, advised two capstones & joined Chris Grandy in the ethics module.

Research

He attended the 5th annual conference of the International Association for Local Government (IALG) in October. Dick, a founding member of IALG, was on the organizing committee, chaired a session & presented the paper “Global Local Leadership in Southeast Asia Communities?”

In January, he traveled to Phenom Phen Cambodia to continue research on local leadership. He and a Thai colleague, Professor Sekson, had gone to Batanbang, Cambodia in early 2014. They now have interviewed 25 current and likely future leaders with International Nongovernmental Organizations (INGOs) who work in programs that address community issues. A second article from their earlier work in Laos is under review. The first was published in the Journal of Laos Studies.

Dick travelled to Khon Kaen, Thailand with colleagues from the U. of Michigan and Khon Kaen U. They surveyed cases demonstrating successes in government & governance at the local level in ASEAN countries. There were 30 responses & 11 were selected to join a writers’ workshop for a book that will hopefully be published by University of Hawai‘i Press.

In February, Dick chaired the organizing committee for an international conference titled “Perspectives on the Development of Energy & Mineral Resources-Hawai‘i, Mongolia and Germany.” The conference brought together participants in an active dialogue about energy, mineral development, fairness, & the role of government service.

Morgen Johansen

Teaching

Morgen continues to teach the two nonprofit management courses for the nonprofit management track of the PUBA graduate certificate (PUBA 630 and 636).

Morgen also advised a summer capstone in 2014 titled, “Needs Assessment for an Online Master’s of Public Administration Program at the University of Hawai‘i at Mānoa” by Jennifer Tran, Hylie Santos, Joshua Baldovino and Anthony Allen. She continues to teach courses online for the Public Policy Center (PPC).

Publications


Denise Konan, Dean of the College of Social Sciences appointed Dick Senior Adviser on International & Community Programs, to strengthening relationships with universities in Asia which will become part of the new Daniel Inouye Center for Democratic Leadership.
The PUBA faculty voted to support an effort to request accreditation from NASPPA (the Network of Schools of Public Policy, Public Affairs and Administration.) NASPAA accreditation means that the program has met certain standards of excellence; established and high quality learning outcomes through classes, practicum and capstone projects; and is an expression of the program’s commitment to research and service to the field. NASPAA accreditation programs are leaders in the field of public service education.

National accreditation follows a self-study process that thoroughly reviews our program’s goals, design and curriculum. We will assess our program and determine if we meet NASPPA’s universal required competencies. We will then submit our application for review by our peers. In order to begin the NASPAA accreditation process, PUBA reviewed our current curriculum structure and agreed that we needed to add some additional courses to our requirements. Next year we will add new required courses in Introduction to Public Administration, Human Resource Management, Organizations: Theory and Change, Leadership and Ethics, Effective Communication in Public Administration, and Public Administration Research Methods. These courses will be replacing the core year modules. We will also be adding Public Budgeting and Policy Analysis and Implementation as required courses. Capstone Planning and Project implementation will now be 6 credits, rather than 4. Practicum will be reduced to 120 hours from 240. This curriculum design is somewhat more “traditional” across public administration programs. However, we will not be losing our strong commitment to Hawai‘i and the Pacific region. The curriculum starts Fall 2015 and we will start our self study next year.

We are very excited about these changes and believe it will build on our considerable strengths and add some additional content that public service leaders need to have in the 21st Century.

Accreditation

Student interview

Dayna Isa received her B.A. at UHWO in Psychology. She completed six courses in Public Administration, which fueled her passion in this field. She is now a full-time MPA student and works at UH Windward Community College as a Financial Aid Counselor, where she plans to use her MPA to advance her career.

Taking courses with PUBA made her aware of just how influential she can be, and she hopes to use this new knowledge to motivate people. She has also developed a deeper understanding of how to relate to people at different levels and across different organizations. Her practicum will be at a government agency, where her team will be working on policies that relate to emergency services and health. This project will be a new and exciting challenge and she is looking forward to learning more about this topic.

Dayna’s favorite part about the program is the tight bond of friendship created with her fellow classmates. They will provide each other with a network of contacts which will prove valuable as they move through their respective careers.

She encourages those who might be interested to get their MPA at UHM, “Don’t hesitate, it’s a great program and will definitely prepare you for the next level, whatever you plan to be!”
PUBA will be holding their annual graduation and awards event on May 15th from 6-7:30 at the Campus Center Executive Dining Room. RSVP required.

In the fall of 2015 we will be holding PUBA’s 30th anniversary alumni reunion event. More details will be announced soon!

2015 Capstones

**Attitudes Toward the Poor and the Effect on Giving.** Ashlee Burgess-Esteban, Clayton Cheung, Scott Sutherland, Traci Yoshiyama. Advisor: Dr. Kim

**Hawaii Charter Schools as Nonprofit Organizations: Possible Implications for the State, Charter Schools, & Students.** Kenyon Tam, Nicole Reid, Anna-Marie Abraham. Advisor: Dr. Pratt

**Measuring & Exploring UH Manoa Students’ Perceptions of State Government Employment Attractiveness to Develop Recommendations for Process Improvement.** Kenith Scott, Patrick Lam, Alicia DeVoll, Sophal Leoung. Advisor: Dr. Ady


**The Future of Renewable Energy in Hawaii.** Denise Iseri-Matsubara, Yosuke Jo, Nick Deeley. Advisor: Dr. Pratt

**Emergency Preparedness at the University of Hawaii at Manoa Student Residential Housing.** Matthew Foster, Petra Kubalkova, Ellen Takemoto. Advisor: Dr. Ady

2014-2015 Examples of Practicum Sites

City & County Department of Emergency Management
City & County Office of Housing
Coalition for Tobacco Free Hawaii
CrossFit Hi Town Fitness--Program for At Risk Teens
Epic Ohana Inc.
Fed Ex
GoodWill Industries
Hale Ho’omalu Juvenile Detention Home
Hawaii Community Development Authority
Hawai‘i State commission on the Status of Women
Hawaii Public Health Institute
HI Advocates
Honolulu Authority for Rapid Transit (HART)
James Campbell Company
Kiva, Kenya
Kupu
Make a Wish (NP cert)
Mala‘ai (NP cert)
National Kidney Foundation
Office of Youth Services
Pacific American Foundation
Papakaleo Community Center
Ready Zone HQ
State of Hawaii: Transformation Internship Program
Straub Hospital
U.S. Department of State
UH System: Office of Student Affairs

PUBA’s Honors Society, Pi Alpha Alpha

**2015 Inductees:**

Anna Abraham
Clayton Cheung
Tamara Edwards
Ashlee Esteban
Patrick Lam
Kenith Scott
Scott Sutherland
Ellen K. Takemoto
Kenyon Tam
Please support PUBA Programs. Just go to: https://giving.uhfoundation.org. Thank you!