

**SUFFOLK UNIVERSITY
PUBLIC MANAGEMENT DEPARTMENT
ANNUAL REPORT 2002-2003**

**Richard H. Beinecke DPA, ACSW, Chair (through June 30, 2003)
Doug Snow Ph.D. Chair (beginning July 1, 2003)
Marie M. Matava MPA, Coordinator**

August 1, 2003

MAJOR ACCOMPLISHMENTS AND HIGHLIGHTS: 2002-2003

The year was another very successful one for the Public Management Department. *New student* enrollment increased 21% in the graduate programs, the undergraduate major was begun in Fall 2002, and we had over 100 students in our five certificate programs. We continued our curriculum changes, including adding a new core course, PAD 718, Leadership Strategies for an Interconnected World, adding a new degree in Community Engagement, revising the Disability Studies and Non-Profit degrees, and dropping the Finance and Human Resources degree. The Center for Public Management grew as a focal point for the Department's research, evaluation, training, community collaboration, and technical support activities and produced over \$500,000 in contracts for the year. Full time and adjunct faculty continued to be of service to the university and the community.

Graduate Enrollment

New student enrollment in Public Management degrees increased by 21%.....102 new students during the 2002-3 year, as compared to 84 new students for the previous year. Early Fall 2003 applications continue the upward trend. This change can, in part, be attributed to the decline in the economy, which traditionally results in higher enrollment in public management programs. In addition, graduates of the certificate programs have begun to enroll in the full Master's program....i.e. Ten of the twenty-nine 2003 Mass League of Community Health Centers' Certificate Program have applied for admission (and been accepted) into the MHA program.

In Spring 2003, there were two hundred and eighty six students enrolled in PAD courses. (31% more than in 2002). As noted below, in addition to the traditional MPA and MHA students, Public Management courses are a significant part of the curriculum for a variety of other programs. The breakdown of the *home base* for Spring 2003 enrolled students is as follows:

MPA	87
MPA, with concentrations:	
Health	15
Finance & HR	6
Non-Profit	26
State & Local Gov't	15
Disability Studies	3
MHA	33
MBA, with Health concentration	52
Joint degrees (JD, CJ, Political Science, Mental Health Counseling), including CAPS students	44
TOTAL	286

We offered seventy-three sections of classes. Our eight full time faculty taught 39 classes (53% of total), while our 24 adjunct faculty taught 34 classes (47% of total). Seventy-five percent of classes were taught solely in Boston, 19% solely on the Cape, and 6% were taught Distance Learning to or from the Cape and Boston.

Sandy Matava led two very successful classes in Puerto Rico (19 students) in April and Ireland (24 students) in August.

Public Management Curriculum Revisions

The Department met twice a month and continued to improve our curriculum. We received faculty approval for a new core course, “Leadership Strategies for an Interconnected World” developed by Ruth Ann Bramson, reduced by one the number of additional required courses in our degrees, and revised the required courses in our degrees. Working closely with Dean Lavin, we developed and received approval for a new MBA Non-Profit degree and substantially revised the MPA Non-Profit degrees, adding several new courses including Revenue Strategies for Non-Profit organizations, to be taught by Kathryn Battillo, Suffolk’s Vice President for Advancement.

We added a new degree, MPA/Community Leadership and Public Engagement, to provide those policy makers and managers whose work requires them to interface with the public with the knowledge and specialized skills to design and led public processes and multi-stakeholder decision making. This is the first such program in the country and provides Suffolk with a distinctive market niche.

Clarence Cooper led a review of our Finance and Human Resources degree. We decided to drop the degree for now and review future options. A proposal for the next steps will be presented to PMD faculty and the Dean in the fall.

We substantially revised PAD 711, our introductory course.

We substantially redesigned the methods sequence. PAD 712 introduces research design in the context of program evaluation and policy analysis, and this base allows PAD 715 to examine quantitative analytical techniques in more depth.

We substantially revised the two main Disability Studies required courses.

We revised our “legal” core requirements to permit students in certain concentrations to substitute an 800 legal course for the core course.

The department approved revisions in our 900 courses and a five year BA/MPA program; the Graduate Program Committee did not have time to review them and they will be brought before them again in September.

The MPA/Philanthropy and Media degree ended when Suffolk’s relationship with the Visionaries Institute was terminated effective July 1, 2003.

We are in process of reviewing our State and Local Government degrees and they will be brought to GPC this coming academic year.

We approved in principle a thesis option, PAD 760, that could be taken instead of PAD 758, Internship, or PAD 759, Practicum; it will be revisited this fall.

New Area Development and Marketing

We accepted our first undergraduate students and, under the leadership of Jerry Gianakis and Clarence Cooper, are actively marketing this degree. We hired Denise Casey to work with Sandy Matava on our new Merrimack program to begin this coming fall. Rick Beinecke and Sandy Matava worked closely with Lil Halberg, Graduate Admissions, and the university's advertising agency to develop an advertising campaign that has proven to be very successful.

Faculty Research/Evaluation/Service

Faculty continued high levels of research/evaluation and service to the Sawyer School and the community. Faculty highlights were:

Richard H. Beinecke: Continued as Co-Principal Investigator on the Ryan White Title I HIV/AIDS evaluations, conducted another annual survey of Medicaid managed care mental health and substance abuse providers, continued consultation to the Massachusetts Consumer Satisfaction Teams, and continued as evaluator of the Evaluation Center at HSRI. He had four more articles accepted for publication in refereed journals, and made three national professional presentations at the American Public Health Association in Philadelphia and the Mental Health Statistics conference in Washington, D.C. He completed his term on the Sawyer Policy and Strategic Planning Committee, and was Past-Chair and Nominations Chair of the Mental Health Section, American Public Health Association. He continued as the "Green Man" for Concord Earth Day and solstice celebrations, and as a leader in Concord on affordable housing and school issues. He prepared a successful application for a sabbatical in Spring 2004.

Ruth Ann Bramson: Published two articles, "Productive Public Conversations" and "Methods for Whole System Change in Public Organizations and Communities" and was guest editor with Terry Buss of Special Symposium issue of Public Organization Review. She was lead author on a paper with Matt Leighninger, "Strategies for Engaging the Communities in Productive Public Conversations about Immigration Issues," forthcoming in the Journal of Economic Development. Her paper, "Ready, Fire, Aim: Issues and Challenges in Designing a Graduate Curriculum Which Prepares Deliberative Public Managers" was presented at the International Symposium on the Deliberative Position in Public Debate at Tours F. Rabelais University in Tours, France in May 2003. Her paper, "Developing an MPA Concentration in Community Engagement," has been accepted for presentation at the NASPPA Conference in October 2004.

In service to the Sawyer, Bramson served on the Faculty Life Committee during the past year and was elected to the Graduate Programs Committee in May. In service to the larger community, Bramson was a member of the SEEDS Committee (Strategic Planning for Eastern Long Island) and provided pro bono consulting services to a group of citizens in the Town of Wilmington, Massachusetts on collaborative problem solving and served as an evaluator of the applications for charter schools for the Massachusetts Department of Education.

Clarence Cooper: Participated in first stage planning for Suffolk University/Eastern Management Development Centers/New England Public Service Leadership Institute. Served on Community Building Committee as chartered by Dean O'Neill. Served as Vice Chairman, Associated Early Care and Education of Massachusetts. Conducted Organizational Climate Analysis and Team Building Workshops for Massachusetts Department of Social Services

Eric Fortess: Continued his research at the Harvard Medical School on clinical guidelines and Medicaid pharmaceutical programs while on a year's sabbatical.

Jerry Gianakis: Completed four accepted refereed journal articles in the areas of public purchasing, employee benefits, and program measurement, and published two book chapters on public sector decision making and budget theory. He completed a book on public sector inventory management, which will be published in December of 2004 as one of a series by the National Institute of Government Purchasing. He served as an ex officio member of the UPC, Public Management undergraduate coordinator (in which capacity he is presently marketing the new BSBA/PM degree), Achievement Advisor, NASPAA Co-Principal Representative, and PMI coordinator, and he was recently elected to the Executive Council of the Massachusetts Chapter of the American Society for Public Administration. He continues to serve on the editorial boards of two journals.

Mike Lavin: Continued his primary responsibilities as Assistant Dean, Cape Cod Programs, responsible for the marketing, development, scheduling and administration all of the Cape Cod Programs including the Cape MPA Program and the Public Administration (PAD) Major in the Cape Cod BSBA Program. His additional activities are in the separate summary of Cape Cod program activities.

Sandy Matava: Served as Director of the Center for Public Management, and in that role: continued as Co-Principal Investigator with Rick Beinecke on the Boston EMA Ryan White Title I HIV/AIDS Evaluations; continued with Clarence Cooper in developing, expanding (a fifth program will begin in October 2003 with MAPS...Massachusetts Alliance of Portuguese Speakers) and teaching in the Certificate programs (including presenting at a conference on the "Importance of Education in Retaining a Human Services Workforce" for the Pioneer Institute); served as the primary consultant to Communities People for developing and supporting community based children's services in Boston; and began developing a partnership with OPM/Eastern Management Development Center for a Suffolk based federal/state training program. In addition, served as Advisor to the MPA Association; supervisor of the Merrimack campus MPA Program (with Denise Casey as the on-site coordinator), as President of the Board of YouthBuild Boston, as Treasurer of Alcohol and Substance Abuse Programs, Treasurer of Adaptive Environments Center; and as a Board member of the Moakley Institute, Citizens for Juvenile Justice, Roxbury YouthWorks, and the Boston Coalition Against Violence.

Doug Snow: Doug Snow: Served as co-chair of the Graduate Programs Committee, as a member of the Sawyer Global MBA program development committees, and advisor to Pi Alpha Alpha. One refereed article on Microcredit was published in the Encyclopedia of Public Administration & Public Policy and a second refereed article on performance budgeting was included in Memos to the Governor, published by the Massachusetts Chapter of the American Society for Public Administration. He also co-authored a book chapter. He is Treasurer of the Chelmsford Friends of Music and a member of the Worship Committee, Chelmsford First Parish Unitarian Universalist.

Adjunct Faculty:

Our adjunct faculty members continue to be important contributors to the Department and the community. Their accomplishments this past year have included the following:

Mark Andrews: Serves on the President's Leadership Council and provides support to the All College Council Finance Committee, the Master Space Committee, and the Master Energy Committee of Northern Essex Community College. Addressed the National Alliance of Business

as Vice President of the Lower Merrimack Valley Regional Employment Board. Is Clerk of the Board of the Greater Haverhill Foundation and was elected President of the Council of Vice Presidents of Administration and Finance for the 15 community colleges in Massachusetts.

Les Cavicchi: Is in his third year with Genesis Health Ventures, a \$4 billion national health care corporation. He was promoted to Corporate Director of Contracting, managing relationships in 13 states with over 400 managed care insurance plans. With the Brookings Group, a consulting firm (President Kristine M. Cavicchi (MPA ‘99), Les continues to provide corporate training and development programs, market analysis and business planning, and employee satisfaction surveys.

Paul Fahey: Was appointed Executive Director of the Statewide Emergency Telecommunications Board with responsibility for managing the Massachusetts Enhanced 9-1-1 system. Was elected to the Executive Board of the National Association of State 9-1-1 Administrators. Attended the New/Old England Senior Executives Program at the Kennedy School at Harvard.

Center for Public Management

The Center is the support structure for full and adjunct faculty for certificate programs, research/evaluation, conferences, publishing, and community service. It is the umbrella under which the Department’s multiple research, evaluation, community education and technical support activities would operate. For the 2002-03 year, the Center undertook activities collaboratively (under contracts totaling \$500,000+) with the Boston Public Health Commission/AIDS Bureau, Communities for People, Latino Health Services, Massachusetts League of Community Health Centers, Mass Council of Human Service Providers, the Shriver Center (LEND Program), Brandeis University, and HRSI. The Center is directed by Sandy Matava and Bridget Farrand is the Assistant Director

Major activities include:

Shriver Center LEND Program - Ten students graduated from the program, including seven who will received their MHA degrees from Suffolk. Three fulltime faculty are involved in this project.

Certificate Programs - The Department continues to be a leader in offering Certificate programs in collaboration with community partners. These programs are the major training locations for Massachusetts’ health and human service managers, while also being important sources of new students for our graduate programs. In 2002-2003, programs were offered with the Latin American Health Institute (22 graduates), the Massachusetts League of Community Health Centers (29 graduates), and the Massachusetts Human Service Providers Council (26 graduates) and the Massachusetts Home and Home Health Association (22 graduates). In addition, a new program with the Massachusetts Alliance of Portuguese Speakers (MAPS) is scheduled to begin in October 2003. Three fulltime and ten adjunct faculty are involved in this project.

Boston Public Health Commission/AIDS Bureau – The Department began its eighth year of contracted work with the AIDS Bureau. This year’s contracts are for approximately \$300,000 and include the third edition of “Voices of Experience” and consumer to consumer survey; as well as continuing to focus on measuring outcomes for

Ryan White services, determining why some PLWH are not receiving Ryan White services, and how services are linked together. Two fulltime faculty and four graduate students are involved in this project, including a graduate student who works as a Suffolk employee in the Ryan White Coordinator halftime position..

Communities for People – This contract, in its eighth year, provides technical assistance to the Massachusetts Department of Social Services and non-profit in Boston serving children and families. One fulltime faculty member is involved in this project.

HRSI and MICH/MASS – Evaluation contracts focusing on community and mental health services. One fulltime faculty member and two students are involved in these projects.

Center for Children and Family Services - A collaborative feasibility study has been completed by the PMD and the PhD program in the Department of Psychology and the Boston Juvenile Courts. A pilot project is expected to begin during the 2003-04 school year. It's purpose is to provide *placement* opportunities for PhD, MHA, and MS students, while providing service to children and families in Chelsea, Winthrop and Revere who are experiencing truancy (and other) problems. Two fulltime faculty and one graduate fellow have been involved in this work.

Moakley Institute

Sandy Matava serves as a Board member for the Institute and two collaborative projects (Civic Engagement and Restorative Justice) are contemplated (pending funding) for the coming year.

OPM/Eastern Management Development Center at Suffolk University

Preliminary discussions have begun with EMDC to create a Boston-based partnership between our two institutions which would provide seminars and training to federal, state, local and non-profit employees. Tentatively scheduled for 2001-03 are five seminars: Homeland Security, Environmental Policy, e-government, Alternative Dispute Resolution and Restorative Justice. Based on the results of this year's pilot offerings, the formalization of a partnership (NEPSLI...New England Public Service Leadership Institute) will be explored.

ONGOING ACTIVITIES AND ROUTINE TASKS

Faculty

Eric Fortess was away on sabbatical for the 2002-2003 academic year.

We added eight adjunct faculty: Kathryn Battillo, Katherine Braden, Robin Brandt, Denise Casey, Gloria Payne, Andrew Pond, Susan Wayne, and David Wright. .

Richard Gregg will be a Visiting Professor this coming year.

Research Associates and Fellows

Six student Research Associates worked with us on the Ryan White, substance abuse/mental health, and HSRI contracts. Four other fellows assisted the Department and its faculty.

Michael Valair of the Massachusetts State Police and Michael DiBara of the Department of Environmental Protection were our Commonwealth Fellows and will be here through December. Steve White of DEP was chosen as this year's Commonwealth Fellow.

Pfeiffer Book & Travel Awards

Two students received Pfeiffer Book Awards and five received Pfeiffer Travel Awards.

MPA Association

The Association continued to be active, hosting regular socials and participating in new student orientations. They sponsored a career night with the Law School student association. They raised \$1000 at the successful fund raiser for the Pfeiffer Book Awards with faculty guest bartending at the Red Hat. They also held their annual Red Sox game event.

Presidential Management Interns

Two of the six students nominated by the faculty were selected as finalists for the prestigious Presidential Management Internship program. Nationally, 400 finalists are selected out of a pool of over 2000 nominees.

Pi Alpha Alpha

Twenty-three new members were inducted at the annual chapter induction ceremony. The chapter also inducted one honorary member, Adjunct Professor James Hunt. Two new members were added to the Pi Alpha Alpha Board of Directors, David Becker and Denise Casey. Kristine Cavicchi continues to serve as President.

The Business of Philanthropy

The Department co-sponsored this panel with Career Services.

NAASPA

We are beginning our fifth year under our current accreditation. The next self-study will begin in the fall of 2004.

Facilities and Equipment

With university support and overhead monies from our contracts, we continued to improve our offices and computer systems. We "loaned" an office to Alumni Affairs for the year. We agreed to give up two offices to faculty in other departments.

CAPE COD PUBLIC MANAGEMENT PROGRAMS

We continued to work closely with the Suffolk Cape Cod programs. A separate report on the Cape is being prepared by Michael Lavin. Doug Snow ran a new student orientation session at 4Cs for Cape students. Rick Beinecke and other Department faculty represented the Department at several Cape student and alumni events.

RECOMMENDATIONS

The Department needs continuing support for the activities listed below. Particularly important are graduate and undergraduate marketing support, Merrimack administration support, and support for student fellows.

GOALS AND OBJECTIVES FOR 2003-2004

Graduate and Undergraduate Enrollment: Incrementally increase our core program enrollment by

- Marketing/advertising more effectively our existing programs;
- Adding undergraduate students transferring from other undergraduate majors, selecting the Public Management major, and substantial marketing to the community;
- Beginning recruitment of students from the North Shore as we begin offering courses at Merrimack College;
- Seek ways to raise visibility and market the new specialized MPA degree in Community Leadership and Public Engagement;
- Continuing Cape marketing of graduate and undergraduate programs;
- Recruiting from the Certificate programs;

Curriculum Development: Continue our curriculum improvements by

- Obtaining GPC and faculty approval for experimental courses;
- Continuing our review of specialized degrees, especially the MPA State and Local Government;
- Reviewing all 800 level courses and adding/subtracting/revising them and considering pre-requisites for them as appropriate.
- As requested by UPC/GPC, bring a proposal for a five year BA/MPA using existing courses.
- Evaluate experiment with day classes as a strategy to recruit more full time students.

The Center for Public Management

- Continue the LEND program.
- Develop certificate programs for the City of Boston (Emerging Leaders) and for an as yet undetermined partner (Community Engagement).
- Implement a program of courses for the US Office of Personnel Management.

- Continue contracted research/evaluation funded to the university at approximately the same level as this year.
- Market the Center for Public Management and its initial programs.
- Continue to collaborate in the development of the Moakley Institute, the Center for Restorative Justice.

Research/Evaluation

Continue to support faculty research activities with facilities/equipment, fellows, and travel assistance.

Service

Doug Snow will continue on the GPC and GMBA Committees; Ruth Ann Bramson will serve on both GPC and Faculty Life.

All faculty members will continue to be encouraged to be active in the community.

Faculty

We will hire Adjunct Faculty as needed if enrollment and new class/program needs increase.

Complete a human resources plan in anticipation of faculty retirements, enrollment increases, and position changes.

In Sum

All of the members of the Public Management Department look forward to collaborating together to build upon our progress of the past year and to continue to create an expanded, high quality, and accessible set of programs for the future.